ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSEMENT OF HUMAN RESOURCE MANAGEMENT PRACTICES
THE CASE OF DASHEN BANK

By
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ID NO: SGS/0247/2011A
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SMU
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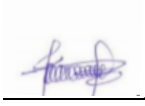# ST. MARY'S UNIVERSITY
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Title: **ASSESSEMENT   OF HUMAN RESOURCE MANAGEMENT PRACTICES: THE CASE OF DASHEN BANK S.C**

BY

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LIST OF ABBREVIATION

- DB: Dashen Bank
- S.C: Share Company
- SPSS: Statistical Package for Social Sciences
- SHRM: Strategic Human Resource Management

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ABSTRACT

The purpose of this study was to assess the practicesof strategic human resource management at Dashen Bank S.C. pertinent data were gathered from West Addis Ababa District branches clearly looking on the practices of training and development, performance appraisal, recruitment and selection, employee relation, reward and compensation and SHRM alignment with corporate strategy.Questionnaire was distributed

125 employees of the bank out of which 120 usable questionnaires were collected and used for further analysis.Respondents were asked to reflect their perception towards the human resource management practices in Dashen bank S.C.

Data processed via SPSS Version 20.0 software and analyzed through descriptive statistics (percentage, frequency and mean analysis).

The result from the survey shows that majority of the Respondents were not happy by the HRM practices like training and development,performance appraisal, recruitment and selection,employeerelation, reward and compensation was not good.

Dashen Bank S.C should focus its attention in adjusting the Recruitment and selection practice; improvingthe employee relation of staffs and creating good reward and compensation system, giving adequate training at the right time to the staffbased on marker assessment is recommended.

Key words*: Human resource management*

UNITONE

INTRODUCTION

1.1. Background of the Study

According to Haslinda (2009a), human resource organizations have greatest assets because without it everyday activities such as managing public service, communication and dealing with customers could not be completed. This shows that the employees and the potential they possess are key drivers of the organizations success. Moreover noted by Haslinda (2009b), in order to maximize organizational effectiveness and to ensure the employees potential, capabilities and talents must be developed and updated.

Human resource (HR) can be the most important resource to affect production performance in organizations (Stone, 2008). The study of how to manage employees is extremely important for organizations in sustaining their competitive advantage in today's business environment. Thus, human resource management (HRM) plays a very significant role in influencing employee's behavior within organizations (Cowham, 2008).

HRM is a techniques which is used to develop and enhance workers motivations, productivity and performance. According to Peng (2007), HRM clearly indicated that peoples are key resources of the firm to be actively managed and developed. In last two decades since late eighties HRM has becomes even more important and often sports the world to make it strategic from lowly administrative function. Human resource management has now increasingly been recognized as a strategic function that together with other crucial functions that help organizational effectiveness and performance.

Human Resource Management ensures that human talent is used effectively and efficiently to accomplish organizational goals. All over the world now, Human Resource management is being affected in all aspects by two major forces; changing workforce demographics and globalization, and, higher education institutions are not being excluded. It is thus becoming more crucial for human resources to understand these issues and strategize in order to contribute directly to organizational strategies. Effective human resource management of any institution should embrace new recruitment/hiring techniques, talent management strategies, compensation and benefits practices, equal employment opportunity policies, health, safety and security programs, employee and labor unions and human resource information systems. Time has shown that human resources managed through these broad practices can make

practical difference in terms of three organizational outcomes productivity, quality of work life and profit.

Human resource management involves all management decisions and action that affect the nature of the relationship between the organization and its employees – its human resources(Beer et al, 1984).HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work(Guest, 1987)

1.2. Background of the organization

Dashen Bank was founded by eleven visionary shareholders and veteran bankers with initial capital of Birr 14.9 million in September 1995. Upon securing license from the National Bank of Ethiopia, Dashen opened its doors for service on the 1st of January 1996 with eleven fully-fledged branches. (http://www.dashenbanksc.com)

Dashen Bank coined its name from the highest peak in Ethiopia, mount Dashen, and aspires to be unparalleled in banking services. Ras Dashen is Part of the Simien Mountains National Park, an exotic setting with unique wildlife and breath-taking views on a landscape shaped by nature and traditional agriculture .(http://www.dashenbanksc.com)

Headquartered in Addis Ababa, the Bank is among the biggest private Banks in Ethiopia. It operates through a network of more than 400+ Branches, ten dedicated Forex Bureaus, 350+ ATMs and 850 plus Point-of-Sale (POS) terminals spread across the length and breadth of the nation. It has established correspondent banking relationship with 462 banks covering 70 countries and 170 cities across the world. Wherever business takes customers around the world, Dashen Bank is already there. (http://www.dashenbanksc.com)

Dashen Bank and its technology partner Moneta Technologies introduced "Amole" Digital Omni channel payment platform that offers subscribers digital payment capacity and access to aggregated digital product and service from Retailers, Entertainment Industries, Airtime Dealers, Bill Payment Points, Airlines, Social Media Players and Third-Party Service providers.(http://www.dashenbanksc.com)

Vision

To be Best-in-Class Bank in Africa

Mission

To provide efficient *customer-centric* banking service using the expertise of inspired professionals and cutting-edge technology, while creating sustainable value for our stakeholders

Value

- Customer centricity
- Diversity
- Professionalism
- Teamwork
- Integrity
- Social responsibility

1.3. Statement of the Problem

In the 21st century the organization in the competition to provide efficient and effective service to their customer to satisfy and enhance their need. To achieve this, the organization should utilize resources properly. Among the resources, human resource is one of the essence and foundation for other resources such as financial resource, physical & capital assets and technological resources. It is the most critical one that makes a difference in an organization's performance (Kassa, et al, 2011). According to Allen &Wright(2007 as cited by Seidu2011) people and the management of people are increasingly seen as key elements of competitive advantage. The extent to which a workforce is managed effectively is a critical element in improving and sustaining organizational performance. According to Chandra (2009), HRM has become even more important and often supports the word strategy to make it; strategic HRM. From a lowly administrative support function, HRM has now increasingly been recognized as a strategic function that together with other crucial functions such as finance and marketing, helps accomplish organizational effectiveness and finance performance. Similarly, Dyer and Reeves (1995,as cited in Siedu2011) shows the importance of people management as a critical source of competitive advantage that has been highlighted because of the increasingly competitive global marketplace facing organizations and the effortlessness with which other sources of competitive advantage such as technology, manufacturing processes, structure and business strategy can easily be acquired or imitated. Organizations

are therefore seeking to understand how their human resources can be managed for sustainable competitive advantage.

The study aims to investigate the Human resource management practice in the case of Dashen bank. The organization has many goals, in order to achieve the objectives of the bank it has to investigate and give more emphasize to its resource particularly its human resource management. According to Haslinda (2009a), Human resource isgreatestassetbecause without it everyday activities such as managing public service, communication and dealing with customers could not be completed. According to Wilkinson & Holden (2001), the now extensive literature on human resource management differentiates between human resource management and human resource strategy, although the former would suggest the day-to-day implementation of policy while the latter is a long-term perspective". HRM, as a long-term strategy plays an important role in creating and developing an organization's competitive advantage in the corporate world. Adding value is another interest in HRM, as employees add value to their organizations with performance improvement. Richard &Johnson(2001) stated that in order to improve effectiveness and efficiency HR managers must concern themselves with activities that affect the rank and file in their organizations.Having referred to several researchers' and HRM is not understood as only working for managers or employees, rather it is a managerial function for creating the organization's competitive advantage by developing people's which in turn benefits the organization.

Without clearly defined and described empirical results in Ethiopian banking sector context, scholars could not adequately validate the applicability and relevance of such human resource management strategies and practices to provide useful suggestions to practitioners. There is, therefore, a great need for additional evidence to support the strategic HRM practices from different sectors and contexts. Based on this background the study is conducted to investigate the practices of strategic human resource management of Dashen bank in Ethiopia.

1.4. Research questions
1. How do Dashen bank recruit and select employees fair and transparent?

2. How training and development practices are perceived by employees?

3. What is the nature of performance appraisal practices in the bank?

4. What is the perception of employees towards the bank' reward and compensation practices?

5. How do managements support to encourage employee's relations?

6. How do HRM strategies align with corporate business strategies?

1.5. Objective of the study
1.5.1. General Objective
The general objective of the study is to assess human resource management practices in Dashen bank.

1.5.2 Specific Objectives
The specific objectives of the study include:

1. To assess the overall Recruitment and Selection practices in Dashen bank.

2. To assess the overall Training and Development practices in Dashen bank.

3. To identify the overall Performance Appraisal practices in Dashen bank.

4. To examine the overall Reward and Compensation practices in Dashen bank.

5. To assess the overall Employee Relations practices in Dashen bank.

6. To assess HRM practices integration with corporate strategy in Dashen bank.

1.6. Significance of the Study
The research finding will help the bank's policy formulating bodies and decision makers to give due emphasis to HRM and to advice different mechanisms in order to scale up and continuously upgrade the employees expertise to improve organizations performance.

Moreover, the study can be used as a guideline to address HRMand improve the level of understanding in HRM practices and other organizations which have similar problems can also extrapolate its findings. Italso serves as a reference for further researchers who have an interest in this area and it helps the researcher to acquire knowledge and skills.

1.7. The scope of the study
Topic wise, the study is delimited to assess human resource management practices, specifically recruitment and selection, training and development, performance, appraisal employee relation, and compensation and reward, system.

In terms of study area, the study is delimited to a single financial institution named Dashen Bank Western Addis Ababadistrict. These human resource activities have an important role compared to other HR activities. Hence, major focus is given to these selected human resource management practices.

1.8. Definition of key operational terms

- Recruitment:
- Selection:
- Training:
- Development:
- Performance appraisal:
- Reward

"**Recruitment** is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings" (Dessler, 2007). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees. Compensation

Selection

Is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Dessler, 2007). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations' success

Training and development

Is defined as activities within organizations, and managers have limited control over these activities. Training and development as a learning opportunity provides employees with an in-depth understanding of their organization's value and performance standard (Antonacopoulou, 2000). General training is understood by its applicability to most employers, and specific training is understood as the attainment of KSAs valuable to one employer (Garavan, 1997). As supported by the literature, training and development is an essential function in human resource management; and it plays a key role in giving employees an opportunity to improve their performance, and to gather more understanding of their organization's expectations and future directions. The literature leads to the sub-question

requesting information from the respondents regarding HRM practices such as training and development.

Performance appraisal

Lawler and McDemott (2003) suggested that it is very difficult to manage human capital without a system that measures performance capability. Companies need a performance management system that can identify the capabilities of its human capital so that can identify the capabilities of its human capital so that they can effectively staff projects, implement strategies initiative and manage development of their work force.

Compensation and Reward

Compensation system are designed to attract, retain and motivate employees while complying with all legal rule and regulations. Compensation refers not only to extrinsic rewards such as salary and benefits but also to intrinsic rewards such as achieving personal goals. Autonomy and more challenging job opportunities (carrell et al   ...1995).Job evaluation is used to evaluate jobs systematically and to assign them to pay grades. Standard method of evaluation include ranking, classification, point and factor compensation.

1.9. Organization of the study

This study is organized in five chapters. The first chapter deals with introduction and includes background of the study, statement of the problem, research question, objective of the study, significance of the study, scope and definition of key terms and organization of the study. The second chapter reviews theoretical and empirical in relation to human resource management practices. The third chapter discusses the research methodology including research design, sampling and sample size determination, data collection instruments, research respondents, methods of data analyses and ethical considerations. The fourth chapter presents and discusses the collected data. The fifth chapter deals with summary, conclusion and recommendation based on the research findings.

UNIT TWO

REVIEW OF RELATED LITERATURE

In the previous chapter, a brief overview of the components in the research was given. The purpose of this chapter is to present an understandable explanation of human resource concepts from various sources to support the research with related theories .The relevant HRM concepts can explain benefits of undertaking effective HRM practices in organizations. The chapter gives an overview of HRM model to indicate the importance of HRM in managing people in any organization. HR practices are explained in order to make a clear distinction of elements which play main roles in HRM. The HRM process including HRM formulation, HRM implementation, and HRM evaluation/auditing/monitoring is discussed to present a logical frame work for HRM, and explains how HRM practices.

2.1. Human resource management concept

Because this section has been devoted to HRM definition, it is logical to start with the Definitions given by the founding fathers of the human resource management school, namely Becker (2012).

Beer et al. (1984) defined HRM as involving all those management decisions and actions that affect the nature of the relationship between the organization and the employee. Important to note about this definition is the inclusion of the phrase "action'. This has made Beer and his colleagues the first to declare that conducting effective HRM practices is the responsibility of line managers (Armstrong, 2008).

A particular definition of HRM which this study has found very interesting, is the one provided by Robinson (2009) when he defined HRM as "those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage". This definition of HRM is interesting because it encompasses the main parts involved in the relationship between HRM practices and aspects of organizational performance. We can see that this definition stipulates the availability of HRM practices, performance standards or strategies, and a way of linking the two issues together in order to have these combinations work. To give further elaboration on the comprehensiveness and

clarity of this definition, hospital management, for instance, can develop and implement comprehensive HRM practices but it cannot claim that organizational performance will improve without having performance strategies or standards established and an approach to manage these two issues together.

HRM is defined as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved."

"HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques." Storey (2009: 5)

Although there is no consensus on the definition or the characteristics of HRM it can be seen from the above definitions that HRM is a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skillful and committed workforce to gain competitive advantage.

The differences in the interpretation of HRM have created two different schools of thought: soft and hard variants of HRM. Soft and hard HRM are also often defined as two main models of HRM. Soft HRM focuses on employee training, development, commitment and participation. It is used to define HR functions aimed to develop motivation, quality and commitment of employees; hard HRM, on the other hand, concentrates mostly on strategy where human resources are used to achieve organizational goals. It is also associated with cost control and head count strategies, especially in business processes like downsizing, lowering the wages, shortening comfort breaks, etc. (Storey, 2009).

2.2 HRM Models

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

1. The Harvard Business School HRM Model;
2. The Michigan Business School HRM Model; and
3. The Best Practice HRM Model

2.2.1 The Harvard Business School HRM Model

The Harvard school suggested that HRM had two characteristic features-

- Line Managers accept more responsibility for ensuring the alignment of competitive strategy and personal policies

- Personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them.

It emphasizes on the importance of proper management of the human assets of an organization to promote harmony and hence promote the output. The Harvard model of HRM sees employees as resources. With respect to how these HRM models view the management of human resources in organizational, each has its own view. Starting with the Harvard Business School Model and the Michigan Business School Model, the core theme of the first is to use the talents of employees to enhance aspects of organizational performance. The latter uses employees to achieve organizational goals. There is a significant difference between the two views. For example the Harvard Business School Model stresses the human aspect of human resource Management while the Michigan Business School is considered as instrumental in the implementation of organizational performance. Thus, the Harvard Business School Model is widely recognized as drawing its academic lineage from the school of human relations while

2.2.2 The Michigan Business School Model

Seems to follow the line of the Scientific Management School and other approaches which ignore the importance of questions about culture and non-economic factors in the management of human resources Pfeffer (1998). He pointed out that,

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

2.2.3. The best practice HRM model

The best practice tool of HRM is based on Universalism. The assumption here is that asset of practices aimed at high commitment or high performance will benefit all organizations regardless of context. The elements of best practices identified by Pfeffer (1998) are now widely recognized, if not widely accepted: Employment security/Job security; Sophisticated selection / Selective hiring; Team working and Decentralization; High Wages linked to

Organization performance; Extensive training; Narrow status differentials and Communication and Employee involvement

2.3. Human Resource Process

In this section, the HRM process is discussed in three stages human resource management formulation, HRM implementation, and HRM evaluation/auditing/monitoring. The human resource management process becomes strategic in influencing organizational decision making.

Utilizing human resource management practices and policy will determine the formulation and implementation of the human resource management process, and the control perspective is also defined by human resource management practices in order to regulate employees' behavior within organizations as well as avoiding internal conflicts (Andolsek&Stebe, 2005).

2.3.1. HRM Formulation

 The design of human resource management human resource management policy is an initially important step to develop HRM process in organizations. To design an effective human resource management policy, human resource management needs to create the conditions which authorize the utilization of human capital. Human resource management should integrate the designed policy with the organization's business strategy, and that is the way to align human resource management policy and the organization's goal coherently (Heijltjes, 2000). HRM policy can be the central role in setting business performance in organizations, and it is an important stage in formulating an effective human resource management system for employees to comply with and operate by in order to complete their tasks in the appropriate way (Chandrakumara& Sparrow, 2004). Another sub-question requires the respondents' views on HR strategy in formulating an effective HRM process. Literature supports this in saying that by emphasizing the importance of formulating human resource management effectively in organizations. According to Godard (2009), there are four different types of HRM practices: traditional human resource management practices, new human resource management practices, contingent pay schemes, and alternative work practices. Traditional human resource management practices focus on maintaining a competent and stable work force and minimizing problems such as turnover, absenteeism, and strikes (Godard, 2009). New human resource management practices focus on developing a highly committed and performance-oriented organization, and the purpose of new human resource management practices includes values-based selection, team skill training,

performance appraisals, career development, and continuous learning (Godard, 2009). Contingent pay schemes focus more attention on employee self-interest rather than commitment; thus, they are considered as 'human resource management best practices' (Godard, 2009). Alternative work practices are 'flexible' work forms in organizations, including autonomous or semi-autonomous teamwork, crosstraining, and job rotation (Godard, 2009). Specific human resource management human resource management practices are also considered in formulating human resource management in organizations. Specific HRM practices are used to enhance employee activity and performance; as well as selective staffing, training and providing equitable rewards (Rodwell&Teo, 2004).

The concept of integration does not only focus on individual human resource management policies and practices; it focuses on a set of human resource management practices in organizations that are integrated and consistent with an organization's business development (Bjorkman&Lervik, 2007). Alignment of human resource management practices with specific organizational competencies is important for organizations to sustain their competitive advantage (Myloni, Harzing&Mirza, 2007). There is a positive relationship between high commitment or high performance of HRM practices, and organizational performance (Haynes & Fryer, 2000). Consequently, HRM practices have an essential linkage with organizational performance and outcome as well as the quality of an organization's goal achievement. This gave rise to a subquestion designed to analyze human resource management practices. Associated with the organization's development. Paul &Anantharaman (2004) state that HRM practices have a significant positive relationship with organizational commitment, and organizational commitment has a positive influence on employee turnover rate. Organizations often operate their human resource management practices through employee skills, motivation, and job design, resulting in their employee's improved productivity, creativity, and discretionary efforts (Wright & Kehoe, 2008). There are three common dimensions in describing aligning human resource management practices in different departments within an organization in order to improve employee commitment and performance quality. The first is human resource management practices intended to improve employees' KSAs to match the organization's business strategy and requirements. The second is HRM practices which motivate employee behavior in order to create an effective and efficient team performance, especially in aligning different employees from various departments. Thirdly, HRM practices provide opportunities for employees to participate in decision making as a way of making employees become more involved in their

organizations and contribute their commitment and loyalty (Wright & Kehoe, 2008). Thus, human resource management practices positively relate to organizational commitment and negatively relate to employee turnover (Gardner, Moynihan & Wright, 2007). HR strategy is formulated to improve the level of an organization's performance, and HR strategy is also important in improving the organization's business development and consistency. This means that integrating HR and organizational strategies can help ensure the developing direction in organizations (Zhao, 2008). Thus, human resource management is not just a procedural management knowledge or function; it is considered as a weapon that integrates people from different departments, and motivates and monitors them to contribute their efforts in order to achieve their organization's goals. From the above, it can be seen that formulating a positive human resource management system means designing an effective human resource management policy to conduct employees' behavior and attitudes, and utilizing human resource management practices to align and integrate people of various competencies from different departments within an organization in such a way as they align with the organization's goals and expectations.

2.3.2. HRM Implementation

HRM implementation refers to the varied involvement of managers within their organizations conducting and applying the designed HRM policy and practices in their working environment in order to manage their employees and lead them to achieve their organization's expectations (Houtzagers, 1998). HRM implementation also has an important relationship with total quality management (TQM), and TQM requires the motivation of all employees within organizations to achieve both the organization's goals and customer satisfaction (Yang, 2006). The involvement of managers provides an opportunity for non-HR managers (such as line managers, production supervisors, marketing managers, and financial managers) to improve their relationships with their employees as well as achieving a harmonious working environment (Birdi et al., 2008). This section focuses on the sub-question of responsible involvement for developing and implementing HRM practices.

Most line managers have limited HR or HR-related knowledge, but line managers need human resource management knowledge in their interaction with their employees (Perry & Kulik,2008). From the literature review, it can be seen that implementing the human resource management process improves managers' HR knowledge in both decision making, and employee empowerment. HR activities to be performed by line managers, including design of

training programmes, HR budgeting, provision of coaching and mentoring initiatives, and creating positive working conditions (Watson & Maxwell, 2007).

Although line managers or production managers are dealing with quality of products or services, employees' working attitudes will strongly affect their performance. Employee satisfaction in organizations implementing human resource management practices such as staff promotion, motivation, and training and development will definitely influence customer satisfaction which is also related to employee performance (Hay, 2002). Moreover, involvement of managers, especially line managers, in implementing human resource management activities will improve the manager's skills and knowledge of dealing with employee issues over and above than the technical skills and knowledge in their own working areas (McGuire, Stoner &Mylona, 2008). In modern organizational design, human resource management involves line managers in implementing HRM policy and practices, because line managers can integrate their knowledge and experience in a way that benefits the entire organization (Zupan&Kase, 2007).

Involvement of senior managers is also importantly relevant to implement the human resource management process. Senior managers are mostly looking at their organization's strategic force and development of organizational effectiveness; thus senior managers play their roles as long term planners, and need effective communication techniques to communicate with their employees to make them understand what their managers want them to achieve for their organizations (Maxwell &Farquharson, 2008).

The best organizational strategy needs the best people to implement it; whether they are managers or employees, and people can drive the success of organizations by their behavior (Chien, 2004). From this perspective, implementing an effective human resource management process is an important way to create an organization's competitive advantage. In regards dealing with people, communication is the main tool between managers and employees; and communication skills can be defined as managerial knowledge to build good relationships with their employees (Desmarais, 2008). Organizational performance is affected positively by managers' and employees' behavior effectively communicating their ideas and problems (Jorgensen, Laugen& Boer,2007).

From reviewing the above, it can be seen that people are a strongly competitive advantage in organizations, and it is also difficult to sustain and develop this competitive advantage for an organization's future improvement. For HR managers, communication is a fundamental technique in making every employee valuable for their organization and in implementing the HRM process, communication between managers and employees can provide a straight pathway towards giving accurate direction and guidelines to satisfy the entire organization (Gowen&Tallon, 2003).

From a HRM point of view, implementing communication well can reduce conflict between managers and employees in the work place as well as improving their understanding and interaction in carrying out their tasks (Cheng, Dainty & Moore, 2007). As with the previous discussion of integration of HRM practices and organizational business strategies in formulating the HRM system, communication with employees is a functional way to help employees understand their organization's developing direction and expectations (Cakar, Bititci&MacBryde, 2003). Not only are HR managers responsible for developing and implementing an organization's human resource management practices and policies; as managers they need the 'HR' capability of managing their relationships with their employees. HR managers are the professionals who design and illustrate the organization's human resource management practices and policies, and they play the role of leading other managers to implement HRM practices and policies to employees as well.

2.3.3. HRM Evaluation

HRM evaluation and auditing relate to an organization's performance and goal attainment, employee attitudes, reputation, assessment of human resource management practices, and activity analysis (Baruch, 1997). The evaluation of human resource management effectiveness looks at the 'fit' of human resource management activities with an organization's business strategy, and the integration of human resource management , is the 'fit' between human resource management policy and practices and the organization's strategic direction (Gibb, 2000). HRM evaluation has the purpose of examining employees' actions and behaviors, against their organization's requirements (Fleetwood &Hesketh, 2008). Thus human resource management contributes to creating an organization's competitive advantage, and human resource management evaluation properly configured gives a competitive strategy through using, motivating and monitoring employee performance to accomplish the organization's goals (Wang &Shyu, 2008).

The sub-question that covers the analysis and evaluating of human resource management practices in the human resource management process is supported by the literature in the section. Employee recognition is an important factor in human resource management evaluation. Performance-based compensation is a dominant human resource management practice, and it is used in order to evaluate employees' contribution to their organizations (Vlachos, 2008). Employees' recognition is mostly relevant to their quality of performance; human resource management playing the role of leading and monitoring employee performance as well as analyzing the results to make decisions (Boselie&Wiele, 2002). Employee recognition is also a tool to encourage and motivate the employee's intention to achieve a higher quality of performance' employees believe that there is a relationship existing between their efforts and their final performance (Vlachos, 2008).

The well-recognized employees will be more confident for their further tasks and they will put more efforts into their tasks to achieve more success and recognition from their organizations (Taylor, Li, Shi &Borman, 2008). Employee recognition can also be defined as an instrument to create a positively competitive environment within organizations (Budhwar, 2000). For instance, the employee is recognized by his or her organization with money reward or any other nonmonetary compensation, and this stimulates other employees' willingness to put forth more effort in order to also achieve the organization's recognition. It can therefore be seen that employee satisfaction is an effective way to evaluate whether an organization's human resource management practices are implemented profitably.

In evaluating the human resource management process, it can be seen that monitoring is both important, and sometimes neglected, in organizations. Monitoring is consistent with behavioral perspectives and integrated with HRM practices in order to control employees' actions by setting the organizational constitution and policies (Liao, 2005). HRM evaluation also obtains employee perspectives regarding their organization's rules and policy, and communicates with employees regarding the application of organizational rules and policy (Drumm, 1999). HRM monitoring is the way to control employees' behavior under an organization's designed constitution, to make an effective and harmonious working environment (Huang, 2001).

HRM evaluation has another important factor – appraisal. Appraisal, especially performance appraisal, is the managers' observation of employees' behavior when they are carrying out

their job (Liao, 2005). Performance appraisal is when managers give their feedback to employees' about their tasks; therefore feedback is the most important source of evaluation showing whether an employee's contribution is recognized by their organization (Verreault& Hyland, 2005). HRM evaluation/auditing/monitoring is to reduce an organization's strategic risk and create more value by restricting and limiting employee behavior under organizational rules and policy (Hyland &Verreault, 2003).

2.4. HRM PRACTICES

Successful organizations are those which value, develop and nurture their human capital to achieve their organizational goals and objectives. They try to bring out the best in people by creating a congenial environment where their employees can continue to grow, improve their professional skills, exercise their creativity and derive greater job satisfaction.

2.4.1 Recruitment and Selection Practices

"Recruitment is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings" (Dessler, 2007). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Dessler, 2007). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations' success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the impact in their organization. There is no doubt; hiring mistakes are quite costly to the organizations, regardless of the size of the organization. Hiring mistakes cause disruption in the workplace. People who do not perform up to desired standard cause a drain on other staff resources, making that staff far less productive, costing real dollars. In addition, management must devote time to attempt corrective actions. This takes away time from other duties for managers.

To sustain the high level of competitive advantage a firm requires talented and skilled workers Huselid (1995). He has found that organizational productivity and high performance

depends on the selection of the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring a manager and employees, and the creation of the right culture for organizational growth. Selection is the process of choosing a candidate from a group of applicants who best meets the selection criteria for a particular position. In this process the right person chosen for the requisite qualifications and knowledge is placed in the appropriate job position to decrease the costs and maximum the profits by means of their merit and talent. He also identified that there is a positive and significant relationship among human resource management practices and staffing (recruitment source, pre-selection test, IQ test, structured interview and biographical information blank of the organization) for improving financial or profit performance. As a result, organizations are encouraged to attract qualified candidate for survival and growth thus for improving financial or profit performance.

2.4.2 Training and Development Practices

To meet the challenges inherent in 21s century work careers and organizations, employees required to continuously update their knowledge, skills and work habits and the organizations to invest highly in the development of their human capital. Researchers indicate investments in training employees result in beneficial firm level. Training is the acquisition of knowledge skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to the specific useful competencies.

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. The knowledge and skills of its employees, the investment is returned in the form of more Productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management.

Development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization. To be effective, training and management development programs need to take intoaccount that employees are adult learners theory of adult learning or "Andragogy" is based on five ideas; that adults need to know why they are learning something, adults need to be self-directed, adults bring more work-related experiences into the learning situation, adults enter into a learning experience with a problem-centered approach to learning, and adults are

motivated to learn by both extrinsic and intrinsic motivators. Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work. At different stages of their careers, employees need different kinds of training and different kinds of development experiences (Miller, 1987).

Investing in human resources through training and management development improves individual employee capabilities and organizational capabilities. But investing in people is not the same as investing in equipment or machinery. When an organization invests in new computers, for example, the cost can be depreciated over multiple years; but when an organization invests in management development, it is a cost for that year and cannot be depreciated. So from an accounting point of view, dollar for dollar, it is better to invest in the equipment that employees use than it is to invest in the employees using that equipment. If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be some benefit to the organizations (Miller, 1987).

Categories of training are as follows; On the job training, takes place in a normal working situation using the actual tools, equipment, documents or materials that trainees will use when fully trained, and off the job training takes place away from the normal work situations implying that the employee does not count as a directly productive worker while such training is taking place. On the job training has the advantage that it allows people to get away from work and concentrate thoroughly on the training itself. This type of training has proven more effective inculcating concepts and ideas (Miller, 1987).

There are many different training and development methods on job training namely; informal training, classroom training, internal training courses, external training courses, skills training, product training just to mention but a few, all these are some of the available to use and apply to individual training needs and organizational training needs.

2.4.3. Performance Management Practices

Effective performance management system enables the organization to objectively and systemically rate employee performance while providing tool necessary to take that performance level and equate it to compensation actions. The core of any organization is its staff. How effectively organization maintains a quality of employees is linked to its ability to

manage its staff and recognize the contribution of each player. Employees have always expressed the desire for open feedback regarding their performance. More and more companies embracing the pay for the pay concept and it's the compensation. A well-executed performance plan enables the organization to achieve critical goals. Performance critical goals are as follows; recognize the efforts and contribution of the current staff, reward staff with compensation directly linked to performance, motivate staff and improve performance, orient staff toward goal achievement retain key employees through the use of competitive compensation program, and to attract quality employees with effective performance management system (Dessler, 2007).

A performance evaluation tool is utilized for this purpose. Its' key element is the establishment of individual performance objectives at the beginning of each. An employee performance may be evaluated into four levels of performance as follows; for the purpose of determining personal actions, outstanding performance sustainability and consistently above required standard for the position, competent, constantly meets objectives and produces the desired results that are expected for a qualified employee in this position, performance meets required standard for the position. Consideration must be given to probationary status pending improvement performance unsatisfactory; employee's performance does not meet objectives. Performance sustainability and consistently below required standards for the position, if significant improvement is not made, termination will follow.

The performance evaluation is conducted between employee and his or her supervisor, in which the supervisor evaluates the performance of the employee. The supervisor provides the feedback to the employee regarding his or her performance and areas of concern. The evaluated performance during the evaluation will be used to justifying personnel actions relative to promotion, transfer, and salary adjustments. It is the intent of the organization to make salary increases and related personnel actions based on an employee's evaluated performance in his or her assigned position, and the individual's overall contribution.

2.4.4. Reward and Compensation Practices

Reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed Lawler et al., (1992). One of important attributes of work organization is the ability to give reward to their members. Pay, promotions, fringe benefits, and status symbols are perhaps the 25 most important rewards. Because these rewards are important, the ways they are

distributed have a profound effect on the quality of work life as well as on the effectiveness of organization. Organization typically rely to do four things namely; Motivate employees to perform effectively, motivate employee to join the organization, Motivate employee to come to work, and Motivate individuals by indicating their position in the organization structure. There are several principles for setting up an effective reward system in an organization; Give value to reward system, employees must have preference for the type of rewards being offered, many employees prefer cash reward and plaques. Some employees like to see their name in company newsletter, others like the public recognition surrounding award ceremony, make the reward system simple to understand, and elaborate procedures for evaluating performance, filling out forms, and review by several levels of management lead to conclusion (Lewis, 2003).

2.4.5. Employ Relation

The scope of employee relations covers, institutional relations, employeesafety, health, employment security, working condition and assistance with non-work problems. Government law regulates employee safety. Apart from fulfilling the obligations spelled out under law, employee's organized safety awareness programs to stress upon the the organizations commitment to safety. The components of program are hazard identification, communication and education to those t risk and reinforcement of safe practices. Employee health is taken care by employee assistance programs and employee wellness programs. Disciplinary procedures, compressed workweek, flexi time, job sharing and part-time work fall under the gamut of employment security and working conditions. To help the employees to manage their work and private life both, companies have started family friendly policies, which include childcare, elder care and family leave policy. The purpose of all these programs is to ensure the workforce's economy and psychological well-beingThese programs help in enhancing productivity, reducing turnover and making the organization more competitive. Therefore, employee relations are meant to cultivate a sense of belonging to and oneness with the organization.

2.5. Review of empirical studies

This section reviews related studies conducted on human resource management practices faced by firms to implement these practices.According to Noe (2008) staffing strategy refers to a company's decision regarding where to find employees, how to select them and the mix of employee skills and statuses (temporary, full time etc.). Researchers and scholars argue that excellent management of people is crucial to maintain a foothold in the market.

According to Hitt(2006), people should be placed in positions that fit them best, this is based on believe that failure to properly allocate employees would result in forfeiture of the company's competitive position. Successful firms have ability and willingness to dismiss employees who engage in counterproductive behavior. This ensures that productive employees are not made miserable by supervisors or coworkers who engage in unproductive, disruptive or dangerous behavior. Thus as explained by Noe (2008) job satisfaction and retention are significantly related to employee recruitment and selection practices of the given organization.Business strategy has a major impact on the type and amount of training that occurs and whether resources (money, trainers' time and program development) should be devoted to training. Also strategy influences the type, level and mix of skills needed in the company (Noe, 2008).

According to Hitt, (2006) human resource managers need to be well trained to ensure proper staffing skills, change management, counseling, project management and organizational design.The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards—pay, time off, recognition, or promotion (Armstrong, 2008). Rewards demonstrate to employees that their behavior is appropriate and should be repeated. Different scholars have spoken strongly on the use of team incentives, for example, Dessler (2007) says that firms that rely on teams to manage their work must develop incentive plans that encourage teamwork and focus team member's attention on performance.

2.6. Conceptual framework of the study

The present conceptual framework was developed with objective to assess the overall SHRM practices of private bank of Dashen in Ethiopia based on six different direction such as recruitment and selection; training and development; performance appraisal; rewardand compensation and employee relations. The stated dimensions should be linked to the strategy of the organization to achieve the intended or desired short-and long-term Goals.

Recruitment and Selection

Employee Relation

Training and Development

Reward and Compensation

Performance Appraisal

HRM Practices

Integration

Business Strategy

Resource Based View

Human Resource Skill, Knowledge and attitude
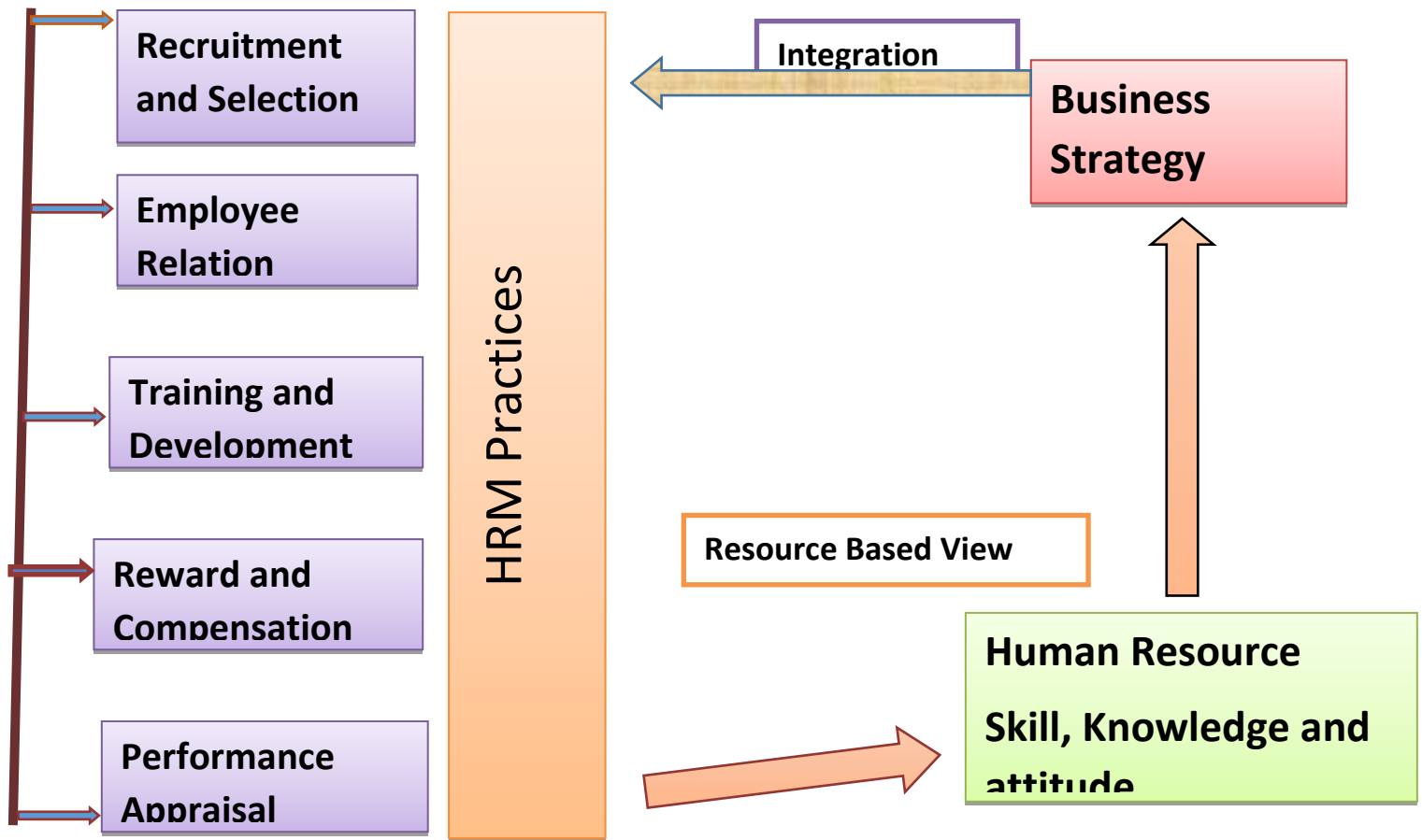
[Source: Charles Greer, 2012]

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

In this chapter the researcher tried to explain the research design, source of data and data collection tools, sampling and sampling techniques, instrument and methods and procedures of data analysis.

3.2. Research Design

In assessing the practices human resource management at Dashen Bank S.C. a descriptive research design was used Descriptive research design helps provide answers to the questions of who, what, when, where and how associated with a particular research problem, and used to obtain information concerning the status of the phenomena; moreover, it addresses large number of people and merely describes what people say, think, and do.Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg and Gall, 1989).

This study used combination of both the qualitative and quantitative research Approch qualitative and quantitative approaches are used to provide an in-depth look at context, processes, and interactions and make precise measurement. In this mixed method the presentation of the results can be convincing and powerful (Marguerit, Dean and Katherine, 2006).

3.3. Population, Sample Size and Sampling Techniques

In most cases it is impracticable for a researcher to collect data from the entire population that it is necessary to take sample through appropriate sampling techniques. A good sampling design is achieved by representative sample, which also results in small sampling error, viable in the context of available fund and result of sample study can be applied to the total population (Kothari:1985).

3.3.1. Population of the study

The total population of the study was 514 clerical and line managementemployeesofDashen Bank S.C whowork at West Addis Ababa Distract. The researcher excluded employees of

non-clerical posts like janitors andsecurities who are outsourced from other organization. And also employees who have less than one year service were excluded from target population.

3.3.2. Sample Size

The researcher used the sample determination table to determine the representative sample size which was developed by Carvalho (1984), as referred in NareshMalhotra (2007). Since the target population size is 514, it is categorized inthe fifth row wherethe lowest sample size is 32, the medium sample size 80 and the highest sample sizeis 125. In order to be more representative the higher sample size of 125 was taken. The following table shows the breakdown of population range.

TABLE 1: SAMPLE DETERMINATION TABLE

Population size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	**32**	**80**	**125**
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

(source: MalhortaNaresh, Marketing Research an applied approach, 2007)

3.3.3. Sampling Technique and Sampling frame

The researcher used proportionate stratified sampling technique to select samples from each branch of the total population, and distribute questionnaire and collect the required information from the samples determined.This technique was preferred because it assists in minimizing bias when dealing with the population. With this technique, the sampling frame was organized into relatively homogeneous groups (strata) before selecting elements for the

sample. According to Janet (2006), this step increases the probability that the final sample would be representative in terms of the stratified groups. The strata would be branches located in West Addis Ababa District. According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled.

The total sample frame or population size was 514 employees and sample sizes have been 125.The study has been covered only clerical and line management permanent employee those who have above one year experience in the Bank.

There are four grading system for dividing branches on West Addis Ababa Distract of Dashen Bank S.C namely Grade I Branch, Grade II Branch, Grade III Branch and Grade IV Branch. The study used the Branches as a stratum. Then to estimate the number of samples for each stratum multiply number of staffs in each strata by sample size and divided by the target population.

Sample frame: Sample size = <u>Number of staffs in each strata X 125</u>

Total population

TABLE 2: SAMPLE SIZE OF EACH STRATUM

Type	Total Number of Staff	Sample Size
Grade I Branch	334	80
Grade II Branch	70	17
Grade III Branch	30	7
Grade IV Branch	80	19
Total	**514**	**125**

Source: Dashen Bank West Addis Ababa Distract

1.4. Source of Data and Data Collection Tools

The study employed both primary and secondary sources of data collection. In order to realizethe target, the study uses well-designed questionnaire and observation as best instrument. The questionnaire was adopted from different sources which were found to be appropriate for the study. Thequestionnaire method as instrument of data collection was used

because it provides widercoverage to the sample.Thequestionnaire contained closed ended questions with 5 Likert Scale from "Strongly Disagree" =1to "Strongly Agree" =5 and Employees of Dashen Bank, in West AddisAbaba district brancheswere chosen to fill the questionnaire

Secondary data was collected From the Banks human resources policy and procedures, annual reports, published and unpublished researchesabout the study area, books and journals from library and internet.

3.5. Data Analysis Method

Data from questionnaires was processed via SPSS software (statistical package for social science) version 20.0 and analyzed through descriptive statics (percentage, frequency,mean and standard deviation)he descriptive statistics(frequency distribution, percentile, minimum and maximum) helped the researcher to examine the general level of human resource management practice.

1.6. Ethical Considerations

Confidentiality and privacy are the corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the study and confidentiality of information. Respondents were assured any information gathered through data collection instruments will be used only for the academic purpose. The data and documents were secured during the research and kept safely, not being transferred to third parties. Back up of the research inputs and outputs were archived. Moreover, the study was conducted with consent of the organization and data collected from the respondents based on their consent. On the other hand, all sources and materials consulted have been duly acknowledged.

3.6. Validity and Reliability

3.6.1Validity

The validity of research instrument can be considered how accurate the instrument measures what is supposed to measure (Joubert and Ehrlich, 2005). The face validity of the instrument wasassessed during pretest of the questionnaire on 15 employees of the bank.

3.6.2Reliability

The reliability of instrument refers to a precision of the test even if the test is done again and again (Joubert and Ehrlich, 2005). The HRM,selection and recruitment, performance

appraisal, training and development of the study were adopted from previous work and used with some modification.

Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal reliability (Hair et al., 2003). The result of the Cronbach's alpha for this study's instrument was found to be in the acceptance range i.e. > 0.70. Thus, showing as indication of acceptability of the scale for further analysis since all the six dimensions of SHRM (Strategic Alignment, Placement, Training and Development, Employee Relation; Performance; Reward and Compensation) were found to be above 0.7. The Cronbach's alpha coefficient of the six dimensions of SHRM is shown

TABLE 3: RELIABILITY STATISTICS

Variables	Cronbach's Alpha	N of Items
Strategic Alignment	.821	3
Recruitment & Selection	.785	4
Performance	.864	5
Reward & Compensation	.910	5
Training & Development	.756	5
Employee Relation	.882	5
	.819	27

Own survey, 2020

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter dealt with data analysis and interpretation. Accordingly, the demographic characteristics of the respondents and the data obtained from the questionnaire for the title assessing the practices of HRM in Dashen Bank S.C. had been presented and interpreted.As described on the methodology part of this thesis, the total population of the study were 514 employees of Dashen Bank S.C which was found in West Addis Ababa District and from these total population 125 samples were taken and questionnaire was distributed to 125respondents and 120 usable questionnaires were collected. The data analysis was made based on the valid 120 (96%) questionnaires completed by the employees' of the bank. The rest (2) were not returned and (3) were found to be incomplete. Statistical Package for Social Science (SPSS) version 20.0 was used to process data.

4.2. Demographic Characteristics of the Respondents

The first part of the Questionnaire consisted of the demographic characteristics of the study participants. Accordingly, demographic variables were summarized as indicated in table 4.1.The first part of the questionnaire consists of five items about the biographic information of therespondents. It covers the personal data of respondents, such as gender, age, educationalqualification, and job category and work experience.

Table 4.1.1depicts the each biological characteristic of the respondents.

TABLE 4: FREQUENCY DISTRIBUTIONS OF DEMOGRAPHIC CHARACTERISTICS

No.	Description	Type	Frequency	Percent%
1	**Gender**	Male	87	72.5
		Female	33	27.5
		Total	**120**	**100.0**
2	**Age**	21-30	66	55.0
		31-40	45	37.5
		41-50	7	5.8
		Above 50	2	1.7
		Total	**120**	**100.0**
3	**Educational level**	Diploma	4	3.3
		First Degree	110	91.7
		Master's Degree & Above	6	5.0
		Total	**120**	**100.0**
4	**Job Category**	Line management	85	70.8
		Clerical	35	29.2
		Total	**120**	**100.0**
5	**Work Experience**	1Upto 2 years	53	44.2
		3 to 5 years	29	24.2
		6 to 10 years	24	20.0
		Over 10 years	14	11.7
		Total	**120**	**100.0**

Own Survey 2020

Table 5 showed 72.5% of the respondents were male while 27.5% of them were female this indicate that the bank employees are more of male than the female. as far as the age of the

respondents is concerned 55% of respondents belonged to the age category of 21-30; 37.5% of the respondents to be among 31-40; 5.8% of the respondents aged between 41-50; and respondents who aged above 50 constituted only 1.7%. The majority of the respondents were between the age of 21-30 and 31-40 together composed of 92.5% of the total sample age that made up young forces even though the young forces are productive; the management would think over it about sensitive and quick to emotive.It can be understood from the result of this study thatmost of respondents are young, adult whoare considered to be productive workforce so it can have positive impact on the practice of human resource management of the bank.

Moreover, from the sample data obtained, the educational level of the respondents indicated 5% were MBA holders, 91.7% were first degree holders, and 3.3% were diploma holders. This indicated that the majority of the respondents had bachelorDegree so the bank had staffed with educated employees.

As far as job category is concerned,29.8% of the respondents were from clerical job category and 70.2% were from Line management.This is a good finding for the researcher to get valuable information from line management on the study matter.

Furthermore, the finding from demographic part of the research elaborated 44.2% of respondents served at the bank 1-2 years; 24.2% of them 3-5 years; 20% of them 6-10 years; and only 11.7% of the respondents worked at the bank for more than 10 years. Thus, this might indicate that the bank is in short of experienced employees.

4.3. Analysis of Collected Data

In this section responses perception on the general consideration of strategic human resource management factors were presented and interpreted. Descriptive statistics was used in the form of frequency, percentage, mean and Std. Deviationto analyse the data. Moreover the five criteria set for evaluation (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree) merges in to three criteria's, the strongly disagree and disagree combined together as disagree and strongly agree and agree also combined together as agree. Therefore, the three criteria's would be Disagree; Neutral and Agree) the analysis was made base on those criteria's. Further more, for Likert scale data from 1 (StronglyDisagree) to 5 (Strongly Agree) if the sample is approximately normally distributed the interpretation should be for mean up to 2.8 is "Disagree", mean between 2.9 and 3.2 is "Neutral", and mean above 3.2 is

"Agree" (Scott 1999). Therefore, the decision of the each variable statistics is done based on these criteria's.

4.3.1. The level of training and development practices in the bank

Survey respondents were asked to rate the extent to which they agree or disagree on five statements aimed to gauge their perception towards training and development practices offered by the bank.

TABLE 5.: DESCRIPTIVE STATISTICS FOR THE PRACTICE OF TRAINING AND DEVELOPMENT

№	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	Internal and external Trainings are sufficiently aided with required materials and facilities	Disagree	87	72.5	2.14	.901
		Neutral	18	15.0		
		Agree	15	12.5		
		Total	**120**	**100.0**		
2	Selection that the bank made for training is based on a proper need assessment.	Disagree	91	75.8	2.04	.754
		Neutral	16	13.3		
		Agree	13	10.9		
		Total	**120**	**100.0**		
3	Is there equal access to training at Dashen bank?	Disagree	104	86.7	1.73	.867
		Neutral	10	8.3		
		Agree	6	5.0		
		Total	**120**	**100.0**		
4	Training and development activities of the bank are satisfactory as compared with similar	Disagree	73	60.8	2.30	1.022
		Neutral	33	27.5		
		Agree	14	11.7		
		Total	**120**	**100.0**		

	banks.					
5	The knowledge and skill acquired from training can be applied at workplace.	Disagree	94	78.3	1.91	.961
		Neutral	18	15.0		
		Agree	8	6.7		
		Total	**120**	**100.0**		
Overall Mean					**2.04**	

Own Survey 2020

As depicted on the above Table 4.2 regarding, the satisfaction in relation with internal and external training sufficient aide with required materials and facilities. 72.5% were dissatisfied, 15% neutral and 12.5% agreed. This implies that majority of the respondents were not satisfied by the current training materials and facilities for internal and external training the material the bank used is insufficient. Concerning the selection that the bank made for training, 75.8% disagreed 13.3% remainedneutral and 10.9% agreed on the selection criteria. This implies that majority of the respondents were not happy about the bank selection process for training because the training was not based on proper need assessment. Regarding access of equal trainingopportunity,86.7% disagree, 8.3% neutral and 5% agreed. Here one can say that majority of the respondents were not agree on the availability of equal access of training treat each employee equally.

Concerning training and development activities of the bank satisfaction compared to similar banks60.8% disagreed; 27.5% neutral and 11.7% agree. This implies that the majority of the respondentsare not happyon the training given by the bank as compared to trainings offered by other banks.

Finally regarding the skill and the knowledge acquired from training application in the work place, 78.3% disagreed; 15% neutral and 6.7% agree. This also implies that the bank training is just a waste of time and money because it doesn't applicable and used in the important working area. It is unquestionable fact that the organization's productivity is determined by the motivation level and effectiveness of its workforce. Training and development implies to the systematic process of developing the competencies relating to the job of employees for the present and future roles and responsibilities. Today most organizations believe that a

competitive success is achieved through people as the skills and performanceof people are critical resources. Many organizations spend much money on training, considering that training will improve their employees' performance and productivity. Recruiting, selecting, orienting and then placing employees in jobs do not ensure success. Organizations can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Barak et al., 1999).

4.3.2. The level of performance appraisal practices in the bank.

Survey respondents were asked to rate the extent to which they agree or disagree on five statements aimed to gauge their perception towards the bank's performance appraisal practices.

TABLE 6: DESCRIPTIVE STATISTICS FOR THE PRACTICE OF PERFORMANCE APPRAISAL

№	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	The current performance appraisal system is capable of encouraging the good performers vis-a-vis nonperformers	Disagree	87	72.5	2.17	1.110
		Neutral	10	8.3		
		Agree	23	19.2		
		Total	**120**	**100.0**		
2	Performance appraisal is free from evaluator's personal interest	Disagree	62	51.7	2.64	.891
		Neutral	16	13.3		
		Agree	42	35		
		Total	**120**	**100.0**		
3	Is there Acknowledgement for good performances	Disagree	71	59.2	2.39	.743
		Neutral	26	21.7		
		Agree	23	19.2		
		Total	**120**	**100.0**		

4	Performance appraisal review helps in identifying my personal development opportunities.	Disagree	88	73.3	2.12	1.022
		Neutral	13	10.8		
		Agree	19	15.8		
		Total	**120**	**100.0**		
5	The working environment in your bank facilitates the appraising of performance.	Disagree	95	79.2	1.84	.961
		Neutral	17	14.2		
		Agree	8	6.7		
		Total	**120**	**100.0**		
Overall Mean					**2.23**	

Own Survey 2020

As illustrated on the above Table 4.3 concerning, when survey respondents were asked whether performance appraisal system of the bank differentiates good performers from poor performers, 72.5% were disagreed, 8.3% neutral and 19.2% agreed. This implies that majority of the respondents workers were not encouraged and motivated by the performance appraisal that the bank gave for their good working performance in their job.

Regarding the performance appraisal made by evaluator personal interest 51.7% were Agreed, 13.3% neutral and 35% unhappy. One can say that the majority of the respondents were agreed because the evaluator doesn't see the performance that the workers made the evaluator decision according to their interest not in accordance with performance rather their personal feeling.

When survey respondents were asked whether there is acknowledgement for good performers, 59.2% disagree; 21.7% neutral and 19.2% agreed. This implies that majority of the respondent replied that the bank doesn't Acknowledge to their good performance they made for the bank.

When survey respondents were asked whether performance appraisal review helps identifying their personal development opportunities, 73.3% disagree; 10.8% neutral and 15% agreed. This also implies that he majority of the respondents were unhappy by the

opportunities becauseaccomplishments or contributions since last year that the employee done are not valuable at the bank so they don't even know the worker perform so the employees doesn't know their qualificationinthe other position. Lastly, when survey respondents were asked whether the working environment is helpful or performance appraisal, 79.2% disagreed, 14.2% neutral and 6.7% agreed.

4.3.3. The level of recruitment and selection practices in the bank

Survey respondents were asked to rate the extent to which they agree or disagree on four statements aimed to gauge their perception towards the bank's recruitment and selection practices.

TABLE 7. DESCRIPTIVE STATISTICS FOR THE PRACTICE OF RECRUITMENT AND SELECTION

№	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	Recruitment and Selection processes of the bank are conducted by trained and impartial people.	Disagree	69	57.5	2.48	.953
		Neutral	22	18.3		
		Agree	29	24.2		
		Total	120	100.0		
2	In the bank, line managers (supervisors) participate in selection process.	Disagree	62	51.7	2.47	.921
		Neutral	37	30.8		
		Agree	21	17.2		
		Total	120	100.0		
3	Recruitment and selection system of Dashen bank is effective and suitable for the organizational goal.	Disagree	67	55.8	2.57	1.193
		Neutral	18	15.0		
		Agree	35	29.2		
		Total	120	100.0		
4	The recruitment and selection outcome affects	Disagree	70	58.3	2.49	.892
		Neutral	21	17.5		

	the performance of the bank	Agree	29	24.2		
		Total	120	100.0		
Overall Mean					2.50	

Own Survey 2020

As described on the above Table 4.4When survey respondents were asked whether recruitment and selection processes of the bank are conducted by trained and impartial people, 7.5% were disagreed 18.3% neutral and 24.2% agreedThis implies that majority of the respondents were not happy by the selection process that the bank made because the selection conducted by persons which are not well trained

When survey respondents whether line managers (supervisors) participate in selection process, 51.7% were disagreed, 30.8% neutral and 17.5% agreed. One can say that the majority of the respondents were dissatisfied by supervisor mostly they are not occupied this make the employee dissatisfied.

When survey respondents whetherrecruitment and selection system of the bank is effective and suitable for the organizational goal, 55.8% were disagree, 15% neutral and 29.2% agreed. This implies that majority of the respondents were unhappy.

When survey respondents were asked whetherthe recruitment and selection outcome affects the performance of the bank, 58.3% were disagree, 17.5% neutral and 14.2% agreed. This implies that majority of the respondents were dissatisfied the selection made doesn't affect the performance of the bank.The recruitment and selection is major factor to a company to accomplished its organizational objective the bank update its system of recruiting and selection process.

4.3.4. The level of employee relations in the bank
Survey respondents were asked to rate the extent to which they agree or disagree on five statements aimed to gauge their perception employee relations in the bank.

TABLE 8. DESCRIPTIVE STATISTICS FOR THE PRACTICE OF EMPLOYEE RELATION

№	Statements	Responses	Frequency	Percent%	Mean	Std. Deviation

1	There is an environment of understanding and confidence between managers and employee	Disagree	71	59.2	2.49	.786
		Neutral	17	14.2		
		Agree	32	26.7		
		Total	**120**	**100.0**		
2	I often volunteer to participate in work that are not directly related to my job	Disagree	74	61.7	2.35	.991
		Neutral	21	17.5		
		Agree	25	20.8		
		Total	**120**	**100.0**		
3	There is an environment of trust among coworker.	Disagree	72	60.0	2.19	1.140
		Neutral	28	23.3		
		Agree	20	16.6		
		Total	**120**	**100.0**		
4	The bank Encourages interaction among its employees (e.g., social gatherings, social events, sports events, etc.)	Disagree	42	35	3.17	.916
		Neutral	6	5.0		
		Agree	72	60		
		Total	**120**	**100.0**		
5	Managers and employees enjoy constant exchange of information in order to perform their duties properly.	Disagree	32	26.7	3.36	1.165
		Neutral	12	10.0		
		Agree	76	63.4		
		Total	**120**	**100.0**		
Overall Mean					**2.71**	

Own Survey 2020

As per the result shown in the table 4.5 above, When survey respondents were asked whether there is an environment of understanding and confidence between managers and employee, 59.2% were dissatisfied, 14.2% neutral and 16.7% agreed. The results showed that majority of the respondents werenot contented with environment of understanding.

When survey respondents were asked whether they are volunteer to participate in work that are not directly related to their job,

61.7% were disagreed, 17.5% neutral and 20.8% agreed. One can say that majority of the respondents were dissatisfied by the volunteer participant of the work.

When survey respondents were asked about the environment among coworkers 60% of the respondents were respond 60% disagreed,23.3% neutral and 16.6% agreed.it imply the environment of trust among the employees are not good at the bank .

With reference bank encourage interaction among its employees 35% were disagreed, 5% neutral and 60% agreed which means much of the respondent were have good social interaction among the employees so it's good for the bank because social interaction close the workers each other so the work done with good potential because of their good social interaction

When survey respondents whether the work creates a constant exchange of information,

35% were disagreed, 10% neutral and 63.4% agreed. Thus the majority of the respondents were agreed on the sense of responsibility so this is good implication because banking industries are sensitive in nature since every transaction relates with cash. It need care and responsibility

Finally the responses regarding the work have of great value in my bank 26.7% were disagreed, 10% neutral and 63.4% agreed. This also good implication to the bank because if the assume their work have a value to their bank, we can say they are motivate somehow.

4.3.5. The level of reward and compensation system in the bank

Survey respondents were asked to rate the extent to which they agree or disagree on four statements aimed to gauge their perception towards the bank's reward and compensation system.

TABLE 9: DESCRIPTIVE STATISTICSFORTHE PRACTICE OFREWARD AND COMPENSATION.

№	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	There is a reward system based on performance in your office	Disagree	92	76.7	1.90	.965
		Neutral	20	16.7		
		Agree	8	6.7		
		Total	**120**	**100.0**		
2	Considers the suggestions of its employees when designing a system of employee rewards	Disagree	84	70.0	2.11	1.129
		Neutral	14	11.7		
		Agree	22	18.3		
		Total	**120**	**100.0**		
3	Rewards and compensation is directly linked to performance	Disagree	64	53.3	2.45	.873
		Neutral	19	15.8		
		Agree	37	30.8		
		Total	**120**	**100.0**		
4	The bank's rewards and compensation practices can attract and retain high quality employees	Disagree	60	50.0	2.76	.946
		Neutral	11	9.2		
		Agree	49	40.8		
		Total	**120**	**100.0**		
Overall Mean					**2.31**	

Own survey 2020

As can show from Table 4.6,when survey respondents were asked whether there ward system of the bank is based on performance, 76.7% were disagreed, 16.7% neutral and 6.7% agreed. This showed that the majority of respondents were disagreed. Thus the bank had to do to link reward with performance.

When survey respondents were asked whether the bank considers the suggestions of its employees when designing a system of employee rewards, 70% were disagreed, 11.7% neutral and 18% agreed. This implies that the majority of respondents were disagreed.

When survey respondents were asked whether rewards and compensation is directly linked to performance,53.3% were disagreed, 15.8% of the respondent's neutral and 23.8% of the respondents agreed. The majority of respondents were disagreed.

When survey respondents were asked whether the bank's rewards and compensation practices can attract and retain high quality employees 50% were disagreed, 9.2% neutral and 40.8% agreed. The majority of respondents were disagreed. The overall mean (2.31) showed that they disagreed on the relation with reward and compensation. This implies that the bank reward and compensation must be update to attract new employees and to retain experienced workers in the bank environment.

4.3.6. The alignment between Strategic HRM and corporate strategy

Survey respondents were asked to rate the extent to which they agree or disagree on three statements aimed to gauge their perception towards the alignment between the bank's Strategic HRM practices and the corporate strategy.

TABLE 10.DESCRIPTIVE STATISTICS FOR THE PRACTICE OF HRM ALIGNMENT WITH CORPORATE STRATEGY.

№	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	HR Strategies are derived from Corporate Strategy	Disagree	42	35.0	3.09	.987
		Neutral	18	15.0		
		Agree	60	50.0		
		Total	**120**	**100.0**		
2	Senior managers support the best HR practices and have a proactive approach to people management	Disagree	35	29.2	3.27	.856
		Neutral	14	11.7		
		Agree	71	59.2		
		Total	**120**	**100.0**		

3	Line managers expedite their responsibility to ensure the implementation HR practices in line with corporate strategy	Disagree	32	26.7	3.27	1.172
		Neutral	20	16.7		
		Agree	68	56.6		
		Total	**120**	**100.0**		
Overall Mean					3.21	

Own Survey 2020

When survey respondents were asked whether HR Strategies are derived from Corporate Strategy, 35% disagreed, 15% neutral and 50% agreed.

This imply that strategic integration and alignment of HRM with business strategies, a documented HRM strategy would also be useful (Budhwar, 2000; Teo, 2002) as it can make more concrete the role and authority of HR managers in corporate decision making and increase capacity to cope with externalities such as a tight labour market (Cunningham and Deborah, 1995). A documented HRM strategy helps the organization to develop an HRM vision and objectives and to monitor performance

When survey respondents were asked whether senior managers support the best HR practices and have a proactive approach to people management, 29.2% disagreed, 11.7% neutral and 59.2% agreed. This also positive implication to the bank.

Concerning Line managers expedite their responsibility to ensure the implementation HR practice 28% of the respondents respond disagreed, 16% of the respondents neutral and 56% of the respondents respond agreed. The majorfinding of the result showed generally, the majority of respondents were agreed on the relation with HRM alignment with corporate strategy.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.2. Introduction

This research had an aim to assess the practices of Human resource management item such as training and development, Performance appraisal ,recruitment and selection, employee relation, HRM alignment with corporate strategy. In addition, the research study examines how well the selected human resource management factors are being practiced and how well the HR Department are done their job by looking at their percentage scores of the responses which are summarized under the descriptive statistical Analysis.

5.2. Summary

In general, a summary description of descriptive analyses is generated from the questionnaire survey results. The data analyzed using descriptive statistics; percentage and frequency of major findings were presented below in a summarized as follows:

- The study indicates on the Training and development as the HRM practice with regard to the five components, the finding in general 74.7% of the respondent dissatisfied; 15.8% Neutral and 9.3% agree.

- The overall response towards performance appraisal as the HRM practice with regard to the five components, the finding in general 67.2% of the respondent dissatisfied; 13.3% Neutral and 19.2% agree.

- The overall response towards the Recruitment and selection as the HRM practice with regard to the four components, the finding in general 55.8% of the respondent dissatisfied by the selection of the bank, 20% Neutral and 23.8% agree. Thus possible to predict that the recruitment and selection of the bank not attractive

- The overall response towards the employee relation as the HRM practice with regard to the five components, the finding in general 48.5% of the respondent dissatisfied by the employee relation of their job, 14% Neutral and% 37.5% agree. But the 37.5% agreed result not bad as compare to the other HRM practice looking above.

- The overall response towards reward and compensationrespondents responds 62.5% were disagreed on the relation reward and compensation, 13.3% Neutral, 24.2%

agreed. This implies that the bank must build good reward and compensation structure to retain good and experienced employees.

- To generalize the alignment between HRM & corporate strategy as the HRM practice with regard to the three components, the finding in general 31.4% of the respondent dissatisfied by the relation with co-worker; 13.9% Neutral and 54.7% agreed. Generally, the majority of respondents were agreed on the alignment of HRM strategy with corporate strategy.

5.3. Conclusion
Based on the research basic questions the following conclusions were drawn.

- The perception of employees towards the strategic human resource management practices with all variables majority of the respondents were not satisfied by the practice(training and development, compensation and reward, selection and recruitment).

5.4. Recommendation
Based on the entry study the following recommendations were made for bank management consideration

- Based on the research questions, the perception of employees towards the HRM practices at Dashen Bank S.C the employee were not interested by the practices ,the study found that the employees of the bank not satisfied by the HRM packages like Training and . Thus the bank management should revise the practice in order to retain the employees because employees are vital resources of the organization and to achieve organization goal working on the manpower is a responsibility of the company because noting can do without manpower.

Recruitment and Selection Practices

Whatever the mode of recruitment (external/ internal) preferred by the banks, it should be detailed and communicated clearly in what an organization needs and easily understandable by prospective employees at large so as to avoid favoritism (ethnical/ political/ Nepotism). Hence bank should be clear and thoroughly check its requirements before posting recruitment; disclose its evaluation criteria procedures; and update results (if possible) with justification online Medias. You can't just hire anyone; you want people who are fit for the

job. The bank do their utmost best to hire exceptional people because they add the most value to the business.

Training and Development Practices

The Banks should formulate strategies for both short and long-term training and development policies for their employees. To achieve this: goal and objective of the bank. And also the bank must do the training based on the need that a person or the department need to do more improvement, the training that the bank give must use for further importance

Performance Appraisal Practices

The banks need to re-evaluate their performance appraisal within the context of their corporate and HR strategy to ensure that they are consistent with the necessary performance measures required by the banking sector. Hence, the banks should apply standard techniques for employees' job evaluation, performance measurement.

Reward and Compensation Practices

The bank reward should be given to the employees who are performing better than others and such incentives should be kept as a variable factor. The bank must done good reward system to retain most qualified, experienced employees to motivate and work more and more.

Employee Relations Practices

Managers must strive to maintain an enjoyable, family oriented atmosphere in which all employees focus on achieving team goals. This can be achieved through: Organizing seminars, workshops, conferences, different short courses, and training programs on financial matters, current issues, software up-gradation on regular basis that would definitely help to develop knowledgeable manpower, create awareness and change mental attitudes among the professionals

The alignment of the HRM with corporate strategies is good alignment at dashen bank this is good practice keep it up and do more good practice.

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The bank procedures, manuals, reports and Bulletins

APPENDIX

ST MARY'S UNIVERSITY

SCHOOL OF GRADUATES

PROGRAM OF MASTERS OF BUSINESS ADMINISTRATION (MBA)

Questionnaire for Employees of Dashen Bank

Dear survey participants,

This study is conducted in partial fulfillment for the Masters of Business Administration (MBA) in St. Mary's University. It is conducted to assess human resource practices in Dashen Bank. To this end, questionnaire survey is used to collect pertinent data from respondents. The survey has two parts. Part one includes background of survey respondents. Part two consists of measurement items used to assess human resource management practices in Dashen Bank. The survey will take 15 minutes to complete. The information you provided will be used only for academic purposes and hence remain confidential. Thus, you are not required to write your name, address and other personal information. Given the importance of the topic covered in the study, your genuine responses are vital for the success of this study. So, you are kindly requested to fill the questionnaire honestly and responsibly. Thank you in advance for your willingness to participate in this survey by sparing your precious time.

Part I: Biography of survey respondents

1. Gender
   a) Male
   b) Female
2. Age
   a) 21-30
   b) 31-40
   c) 41-50
   d) Above 50
3. Level of education
   a) Diploma
   b) Bachelor degree
   c) Second Degree
   d) Master's degree and above
   e) Other _____
4. Work unit or department:
   a) Clerical management
   b) Line manger

5. Service experience in year
   a) 1-2 years
   b) 3-5 years
   c) 7-10 years
   d) Above 10 years

Part II: Strategic Human Resource Management Practices

This part of the survey is aimed to assess the challenges of strategic human resource management practices in Dashen Bank.

1. Strongly Disagreed (SD)

2. Disagreed (D)

3. Neither Agreed nor Disagreed (NAD)

4. Agreed (A)

5. Stronglyagree (SA)

Item	Dimensions	Scale				
Item	**Training and development**	SD	D	NAD	A	SA
		5	4	3	2	1
1	Internal and external Trainings are sufficiently aided with required materials and facilities.					
2	Selection that the bank made for training is based on a proper need assessment.					
3	Is there equal access to training at dashen bank?					
4	Training and development activities of the bank are satisfactory as compared with similar banks.					
5	The knowledge and skill acquired from training can be applied at workplace.					
	Performance Appraisal Practices	SD 5	D 4	NAD 3	A 2	SA 1

1	The current performance appraisal system is capable of encouraging the good performers vis-a-vis nonperformers					
2	Performance appraisal is free from evaluator's personal interest					
3	Is there Acknowledgement for good performances					
5	Performance appraisal review helps in identifying my personal development opportunities.					
6	The working environment in your bank facilitates the appraising of performance.					
	Recruitment and selection	SD	D	NAD	A	SA
		5	4	3	2	1
1	Recruitment and Selection processes of the bank are conducted by trained and impartial people.					
2	In the bank, line managers (supervisors) participate in selection process.					
3	Recruitment and selection system of dashen bank is effective and suitable for the organizational goal.					
4	The recruitment and selection outcome affects the performance of the bank					
	Employee Relation	SD	D	NAD	A	SA
		5	4	3	2	1
1	There is an environment of understanding and confidence between managers and employee					

2	I often volunteer to participate in work that are not directly related to my job					
3	There is an environment of trust among coworker.					
4	The bank Encourages interaction among its employees (e.g., social gatherings, social events, sports events, etc.)					
5	Managers and employees enjoy constant exchange of information in order to perform their duties properly.					
	Reward and Compensation Practices	SD	D	NAD	A	SA
		5	4	3	2	1
1	There is a reward system based on performance in your office					
2	Considers the suggestions of its employees when designing a system of employee rewards					
3	Rewards and compensation is directly linked to performance					
	SHRM alignment with Corporate Strategy	SD	D	NAD	A	SA
		5	4	3	2	1
1	HR Strategies are derived from Corporate Strategy					
2	Senior managers support the best HR practices and have a proactive approach to people management					
3	Line managers expedite their responsibility to ensure the implementation HR practices in line with corporate strategy					

Many thanks for your kind cooperation!!