

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
GRADUATE PROGRAM**



**THE EFFECT OF EMPLOYEE RETENTION STRATEGIES ON THE
PERFORMANCE OF CRITICAL JOB POSITION HOLDER'S: (IN THE
CASE OF COMMERCIAL BANK OF ETHIOPIA)**

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A THESIS

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Advisor: Fisseha Afwork (Assistant Professor)

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**ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND
ECONOMICS, DEPARTMENT OF MANAGEMENT
(EMBA-PROGRAM)**

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DECLARATION

I, the undersigned, declare that this research work entitled “**The Effect of Employee Retention Strategies on the Performance of Critical Job Position Holder’s: The Case of Commercial Bank of Ethiopia**” is my original work and has not been submitted to any other college, institution or university other than to the Addis Ababa University School of Commerce, Department of Human Resource Management.

It is submitted for the Degree of Master of art Degree in Human Resource Management to Addis Ababa University School of Commerce Post Graduate Program.

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This project report has been presented for examination with my approval as the appointed supervisor.

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CERTIFICATION

This is to certify that **Mr**, Yared Shawel Mebrate has completed his thesis entitled “**The Effect of Employee Retention Strategies on the Performance of Critical Job Position Holder’s: The Case of Commercial Bank of Ethiopia**”, under my guidance in Partial Fulfillment for the Degree of Master of Art in Human Resource Management. In my view, the work is an original effort of the candidate and all materials used for the thesis have been dully acknowledged.

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TABLE OF CONTENTS

Contents	Page
ACKNOWLEDGEMENTS	i
DECLARATION	ii
CERTIFICATION	iii
TABLE OF CONTENTS.....	iv
LISTS OF FIGERS	viii
LISTS OF TABLES.....	viii
LISTS OF ACHRONYMS	ix
ABSTRACT.....	x
CHAPTER ONE	1
1.INTRODUCTION	1
1.1.Background of the Study.....	1
1.2.Background of Commercial Bank of Ethiopia.....	3
1.3.Statement of the Problem	6
1.3.1.Research Question	7
1.4.Objectives of the Study	8
1.4.1. General Objectives	8
1.4.2. Specific Objectives	8
1.5.Significance of the Study	8
1.6. Scope of the Study.....	9
1.7. Limitation of the Study	9
1.8. Definition of the Terms	10
1.9. Organization of the Thesis	11
CHAPTER TWO	12

2. REVIEW OF RELATED LITRATURE	12
2.1. Introduction	12
2.2. Theoretical Literature Review	12
2.2.1. Definition& concepts of Employee Retention.....	12
2.2.2. Employee Retention Strategies.....	13
2.2.3. Employee Performance.....	16
2.3. Empirical Literature Review	17
2.3.1. The relationship between the Retention Strategies and Performance	17
2.3.2. Employee Retention Strategies and Employee Performance	18
2.3.2.1. Training, Career Development Strategies and Employee Performance	19
2.3.2.2. Compensation, reward/recognition Strategies and Employee Performance	20
2.3.2.3. Management /supervisor-Employee Relationship and employee performance	20
2.3.2.4. Employee WLB/ Work Environment Strategies and Employee Performance	21
2.3.2.5. Employee Participation in Decision-Making /Communication Strategies and Employee Performance.....	22
2.4. Conceptual Framework of the Study.....	22
CHAPTER THREE	12
3. RESEARCH METHODOLOGY.....	24
3.1. Description of the Study Area.....	24
3.2. Research Approach	24
3.3. Research Design.....	25
3.4. Population and Sampling	26
3.4.1. Sample Population.....	26
3.4.2. Sampling Techniques	26
3.5. Data Source and Data Type.....	28

3.6. Data Collection Procedure	29
3.7. Ethical Consideration	30
3.8. Method of Data Analysis.....	30
3.9. Reliability and Validity	31
3.9.1. Reliability	31
3.9.2. Validity	33
CHAPTER FOUR.....	35
4. RESULTS AND DISCUSSIONS	35
4.1. Introduction	35
4.2. Characteristics of the Respondents	35
4.3. Demographic Characteristics of the Respondents.....	36
4.4. Employees Retention Strategies qualitative analysis based on interview response in Commercial Bank of Ethiopia.....	38
4.5. Employees Retention Strategies in Commercial Bank of Ethiopia.....	39
4.5.1. Training and Career Development	40
4.5.2. Compensation, reward/recognition Strategies and Employee Performance	44
4.5.3. Management/supervisor- Employee Relationship and employee performance	46
4.5.4. Employee work life balance /Flexible Work Environment	50
4.5.5. Employee Participation in Decision- Making /Communication.....	54
4.5.6. Employee Performance.....	58
4.6. Correlation and regression analysis.....	62
4.6.1. Pearson's Product Moment Correlation Coefficient	62
CHAPTER FIVE	Error! Bookmark not defined.
5. SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	66
5.1. Summary of the Finding.....	66

5.2. Conclusion.....	68
REFERENCES	75
Appendixes	81
Appendix I: Selected Job Position	82
Appendix II: INTERVIEW QUESTIONS.....	83
Appendix III: Questionnaires	85

LISTS OF FIGERS

Figure 1: Conceptual Framework of the Study	23
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LISTS OF TABLES

Table1. Population and Sample size	27
Table 2. Summary of Reliability Test.....	32
Table 3.Distribution of Total Responses	35
Table 4.Demographic characteristics of the Respondents	36
Table 5.Training and Career Development.....	40
Table 6. Compensation, Reward/Recognition Descriptive Statistics	44
Table 7. Management/supervisor- Employee Relationship Descriptive Statistics	46
Table 8. Employee work life balance /Flexible Work Environment Descriptive Statistics	50
Table 9. Employee Participation in Decision- Making /Communication Descriptive Statistics	54
Table10. Employee performance level Measurement Descriptive Statistics.....	58
Table11. The Correlation between employee retention strategies and employees ‘performance	62
Table12. Regress employee performance on ERS.....	63

LISTS OF ACHRONYMS

ATM	Automatic Teller Machine
CBE	Commercial Bank of Ethiopia
CJPH	Critical Job Position Holder's
EM	Executive Management
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
IT'S	Information Technology
JG	Job Grade
MLM	Meddle Level Management
OLM	Operation Level Management
SM	Senior Management
WLB	Work Life Balance

ABSTRACT

The success of any organization depends on the existence of committed and talented employees but now a day; Organizations are facing problems in retaining its valuable, skilled workforce. Hiring knowledgeable people for the job is essential for an employer. This study aims at examining the effect of employee retention strategies on the performance of critical job position holder's in Commercial Bank of Ethiopia. The study reviews the employee retention strategies from five perspectives, related to training and career development, Compensation, reward/recognition, supervisor-employee relation, work-life balance/working environment, and employee participation in decision-making/communication and finally the dependent variable employee performance which can be measured by composing items of the above variables. The study was employed through using mixed-research approach and explanatory research design by using questionnaire and interview as a data collection tool. The Sample populations of the study is 184 from the selected four critical job position categories, which comprising of Executive Level Management (ELM), Senior Level Management (SLM), Middle Level Management (MLM) and Operational Level Management (OLM) were used. Both probability and non-probability sampling were used to select the study respondents. Descriptive statistics like frequencies, percentages were used to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies. Correlation and regression analysis were used to determine the strength of the relationship of the study variables. The study was proven to the fact that employee retention strategies had a significant influence on the performance of critical level job holders'. Generally this study asserts that CBE employee retention strategies specifically to high position employees should consider these three important dimensions so as to increase employee's performance. The employee's retention strategy includes supervisor-employee relation, work-life balance/work environment and employee participation in decision-making/communication. However, the result shows moderate concern is given to those important dimensions by CBE's. Therefore, from the findings, the study recommends that the bank should need to in-place appropriate retention strategies through continuously assessing the competitive labor market in the industry in order to enhance and build the employees morale and motivate them to increase in performance.

Keywords: employee retention strategies, employee performance, critical job position.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Organizations rely on the expertise, knowledge, skills, and capital resource and capacity development of their employees in order to compete favorably and indeed gain competitive advantage in the international market. However, recent studies by (Nwokocha & Iheriohanma 2012; Samuel 2008 & Nwokocha 2012) have shown that retention of highly skilled employees has become a difficult task for managers, as this category of employees are being attracted by more than one organization at a time with various kinds of incentives as pointed out by (Micheal 2009). This behooves on management to create an enabling and sustainable critical culture and strategies to work out retention systems and structures for their existing core employees in organizations because the employee retention strategies has a great impact on the performance of key employees.

It is imperative that firms create employee retention strategies and adopt them so as to increase employee's performance (Gayathri, Sivaraman, & Kamalambal 2012). According to Rawat (2013) organizations face a lot of problems when they have a high turnover rate due to employees leaving the organization for reasons such as job dissatisfaction, poor working conditions, not having a decent salary packages and if there are no advancements in career. High turnover rates leads to low performance in the organization therefore, organizations have to come up with policies and practices on retaining key employees so as to ensure that employees stay in the organization for a longer duration and have a positive effect on their performance.

As defined by Jerome (2013) employee performance refers to the behaviors and actions that can be observed to explain how a job is meant to be done as well as showcase the expected results for a good job performance. The benefits that an organization has to offer have a huge impact on an employee's performance and satisfaction. The overall efficiency and productivity of an organization's processes is a result of good employee performance. Factors such as organizational support, monetary benefits, non-monetary benefits and supervisory support affect an employee's performance. Therefore, the method which organizations use to manage employees greatly determines their performance and results.

Performance measures such as performance appraisal systems that uses balance score cards, graphic rating scale, 360 degree feedback and performance reviews can be used by the organization to establish the reason for a drop or increase in performance, as pointed out by (Mincers et al. 2009). When there is a drop in performance, the Human Resource Manager will be able to know what the problem is from the feedback received from the performance indicators as stated by (Drake International 2012).

Retention is defined as the ability to hold onto those employees whom the organizations want to keep, for longer than their competitors as stated by (Johnson 2000). Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time as stated by (Griffeth&Hom2001). Retention is a voluntary move by an organization to create an environment which engages employees for a long term; as mentioned by (Chiboiwa et.al. 2010).

Employee retention consists of procedures through which employees are boosted to become part of the organization for a longer period of time until he/she gets retired or until the project gets completed. For achieving individual as well as organizational goals, it is very much essential to retain talented employees. The HR manager must know how to attract and keep good employees because these are the employees who can make or break the organization's goodwill as stated by (Wisniewski 2008; Rasli et al. 2014). Successful employee retention does not rely on a single strategy. The decision of an employee to stay in the organization is effected by a number of factors depending on a variety of elements like the individual's age, the family situation, mentoring, career and learning opportunities, good benefits, networking and the external job market or job title as described by (Musser 2001; Sinnott et al. 2002; Yusoff et al. 2013).

According to Gberville (2010) employee retention strategies refers to the plans, means or set of decision making behavior that is set in place by organizations in order to effectively retain their competitive workforce to improve employee performance. Most researchers have found that employees will remain and work in order to ensure the achievement of organization goals is successful only when there is adoption and implementation of appropriate employee retention strategies.

The subject of managing for employee retention involves a company's strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the

benefit of the organization. A comprehensive employee retention program can play an important role in both attracting and retaining key employees, as well as in reducing turnover and its related costs. All of these contribute to an organization's productivity and overall business performance.

According to the information obtained from CBE's announcement; CBE has worked with Frankfurt School of Finance and Management on the development of employee engagement and retention strategy. So, CBE is doing well in implementation of various human resources practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development system, succession & career management, compensation and reward and retention strategies.

As it was clearly stated in the recent documents of CBE's Succession Planning and Management Work Package of year early 2017; CBE defines and classified job titles in to more than 350 from this around 50 job titles are identified as critical to the CBE. And these job positions (titles) that are currently identified as critical in CBE context defines key/ critical jobs position as: those job positions that are identified as key contributors in achieving the organization's mission, as well as vision of the CBE, the job positions are performs a critical tasks that would stop or hinder vital functions from being performed if it were left vacant and the positions requires specialized or unique expertise (skill sets) that is difficult to replace immediately and in danger of "knowledge drain" due to retirement or high turnover. Therefore, this study will focus on the effects of employee retention strategies on the performance of employees at critical job position in CBE.

1.2. Background of Commercial Bank of Ethiopia

The commercial Bank of Ethiopia (CBE) was incorporated as a Share Company on December 16, 1963 per proclamation No. 207-1955 to take over the commercial banking activities of the former State Bank of Ethiopia. Under this name, it began operation on January 1, 1964, with a capital; of Eth. \$ 20,000,000. The bank was wholly owned by the state and operated as an autonomous under the commercial code of Ethiopia. CBE is striving to become a world-class commercial bank, through rendering reliable services to its millions of customers, both at home and abroad. The current business strategies of the Bank focus on resource mobilization.

As of November 2017, the Bank has one head office in Addis Ababa and 15 district offices with 1,235 branches stretched across the country and abroad. Currently, it has now more than 33,365 employees, 15 Districts that administer branches under them. At the end of fiscal year 2016/2017,

Total Deposit Asset of the Bank 495.4 Billion Birr while the total deposit capital reached birr 382.2 billion and 16.6 million account holders. Achieving service excellence and high business growth are the key objectives of commercial bank of Ethiopia. To this end, the CBE has implemented two major projects that are expected to bring about transformation in its service delivery and overall performance. This is information technology (IT) and human resource development strategies. (Source: CBE's 75th special publication Report 2016/2017).

Some of services that the Commercial Bank of Ethiopia renders are: -

- Depositing customers' financial and non-financial assets.
- Facilitating fixed time deposit.
- Facilitating demand deposit.
- Foreign and local money transfer.
- Foreign transaction and exchange of currency.
- Availing credit facility.
- Rendering ATM service
- Mobile banking
- Internet banking
- Special youth saving scheme, etc.

Vision, Mission and Values of Commercial Bank of Ethiopia

Vision

To become a world - class commercial bank by the year 2025.

Mission

We are committed to best realize stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities, by deploying highly motivated, skilled and disciplined employees as well as state-of-the-art technology. We strongly believe that winning the public confidence is the basis of our success.

Values

- Corporate Citizenship

- Customer Satisfaction
- Quality Service
- Innovation
- Teamwork
- Integrity
- Employees
- Public Confidence

The districts and HRM Process center at Addis Ababa city (Head Quarters) are responsible to undertake the Human Resource Management activities including recruitment and selection, promotion, transfer, training and development, performance management, compensation and reward management, employee relation and other transactional HRM activities.

According to the CBE's announcement; CBE has worked with Frankfurt School of Finance and Management on the development of employee engagement and retention strategy. So, CBE have been doing well in implementation of various human resources practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development system, succession & career management, compensation and reward and retention strategies. Retention of key employees is critical to the long-term health and success of any organization. However, HR management performed as main activities; CBE has not assessed the human resource retention strategies whether it achieves the goal or not with regard to the critical job position to retain its best, experienced and competent employees.

Therefore, this study was going to be conducted to feel the gap in order to examine the effects of employee retention strategies on the performance of critical job positions. The selected jobs were considered as critical for CBE and it was important to implement retention strategies which help to prevent high-performer employees from turnover. These positions include only the first four levels job positions out of Nine Job Classification levels/ categories such as Executive management (EM), Senior Management (SM), Middle Level Management (MLM) and Operational Level Management (OLM). Since, these position employees regarded in these Job Classification levels were considered as skilled, well experienced workforce who plays a vital role. They were also critical Job position according to Bank's HR posts. Considering these target populations of the study used to assess the effect of employee retention strategies on the performance of critical job positions in CBE.

1.3. Statement of the Problem

The strategies that an organization employs to retain their staff have great impact on an employee's performance, as pointed out by (Gberevbie 2010). It was critical for any successful organization to understand the employees' perspectives and measure their retention factors. A study conducted by Earle (2014) mentions that organizations should provide a good environment where people enjoy being, where they feel energized and valued and they will definitely want to stay and that negative associations are often reinforced when employees feel like they are always dragging themselves to an unpleasant environment on a daily basis. However, there need to evaluate their retention strategies and its impacts on their employees performance on regular basis.

On the influence of employee retention strategies on employee performance; Fatima (2011) found that employee retention strategies have a positive relationship with employee performance. Thus, Conducive work environment, attractive rewards system, career growth and development opportunities as well as work-life balance programmes are the reasons for employees to stay in an organization and work better (Madiha et. al. 2009).

In order to improve organizational performance, employers need to come up with strategies that focus on maximum optimization of individual performance. This is because the cornerstone of increased organizational performance is as a result of individual employees as stated by (Irum, Ahmed and Mehmood 2012). The level of an employee's effort and activities can be greatly influenced to increase the performance of an organization by providing access to important resources, empowering employees, increasing their knowledge and skills, boosting employee's morale and also changing their perceptions and attitudes (Kassahun 2007). Therefore employee performance is considered to be an important building block of any organization and must be critically analyzed. It also has a strong link to the strategic goals of an organization and is a major multidimensional construct aimed to achieve results (Abbas &Yaqoob 2009).

Therefore, organization that can remain competitive in their sector definitely required retention strategies that are able to attract and retain the employees' need, thus, the potential for economic growth and sustainability will be enhanced. Accordingly, if the CBE's employees were satisfy with their current job, it can help the organizations survive in the market or industry and it also can increase productivity in return. However, if the CBE's employees were not satisfied with their

current job, they may have been an intention to leave their current job and it may show high job turnover rates in and it reflects, unsatisfied, instability, which later would leads to poor performance both at individual and organizational levels.

Key employees were the instrument for overall growth and development of an organization. This study used to focus on the effects of employee retention strategies on the performance of critical job position Holder's in CBE.

Although there have been studies conducted regarding to the employee retention practices and mechanism in the case of CBE, the focus was on retention practices at the employee's level of satisfaction and the effectiveness of retention packages that provided to employees (Belete2013 &Fekede2016). None have conducted a study based on those critical job categories that targeting managements in their job position level in their hierarchies and looked at the effect of retention strategies' on the performance of employees at critical job categories and their influence on intent to quit. Thus, the studies lacks to indicate in determining factors of retention strategy and their effect on employee's performance based selected positions (Job Classification levels) and they were considered as skilled, well experienced workforce who plays a vital role. They were also critical Job position according to Bank's HR posts. Considering these target populations this study was therefore intended to identify employee retention strategies on selected job positions and their effects on their performance in CBE.

1.3.1. Research Question

Hence, the main research question was: what are the main determinant factors in employee retention strategies and how it effects on the performance of employees in a given organization? The following specific question addressed in the research:

1. How do the employee retention strategies in CBE?
2. What is the level of employee performance measurement in CBE?
3. What is the relationship between the employee retention strategies and employee's level of performance in CBE?
4. How do the employee retention strategies affect the performance of critical job positions in CBE?

1.4. Objectives of the Study

The purpose of this study was to examine the effect of employee retention strategies on the performance of employees at critical job position in CBE, Addis Ababa.

1.4.1. General Objectives

The general objective of this study was to determine the effects of employee retention strategies on the performance of critical job positions (namely, the operational level manager, middle level managers, senior management and executive level management) in CBE, Addis Ababa,

1.4.2. Specific Objectives

The specific objectives of the study were listed as follow:

1. To identify the practices of employee retention strategies in CBE.
2. To identify the level of employee performance measurement at critical job positions in CBE.
3. To examine the relationship between employee retention strategies and level of employee's performance in CBE.
4. To determine the effect of employee retention strategies on the performance of critical job positions in CBE.

1.5. Significance of the Study

This study was aimed at providing workable solutions to a real and problematic issue within almost all organizations – the effects of employee retention strategies on performance. Key stakeholders may benefit: generally, the banking industry may find the results of the study very valuable because it would provide comprehensive HRM employee retention strategies and practices that effect on the performance of higher level employees and the skillful workforce. This study might also help to shape HR policies and strategies of the CBE's thereby facilitating the aim of retaining and enhancing the performance of individual employee's at critical job position levels in the bank; and to ensuring the implementing effective and efficient employee retention strategies in CBE.

The findings of this study might have been beneficial to the top level management as well as the human resource management of the bank. This is because it was expected to provide possible answers to why employees stay or leave their organizations, thus providing some answers as to how to tackle the critical management issue of employee turnover and increase the overall performance both at individual and organization levels. This would invariably help the CBE in formulating appropriate retention policies, making informed decisions and adopting strategies that would boost retention, performance of the critical job position employees and increase the overall performance of the CBE's productivity.

The study was generally help to identify the benefits and limitations of employee retention strategies, to provide possible recommendations and an overall view of the effects of employee retention strategies on the performance of employees in different position levels and organizational success for those who take interest in further study. Retaining critical job position employees were the challenging task but it was a good way towards attaining objectives of the CBE.

1.6. Scope of the Study

The scope of the study was in human resource management operation particularly employee retention in CBE Addis Ababa offices. The offices include Head quarter, East, West, North and South district branches in Addis Ababa. As target population employees regarded in the selected job position classification level who were considered as a critical job positions; namely, Executive Management (EM), Senior Management (SM), Middle Level Management (MLM) and Operational Level Management (OLM) in CBE, this was because of their considerable contribution to the success of the Bank and their leadership, managerial, professional skills, experience in the Bank.

1.7. Limitation of the Study

The fact that this study would exclusively focuses on the commercial bank of Ethiopia and the study would conduct from the operational level manager to the highest executive management level (Job Positions) in CBE, in Addis Ababa city and the result would not be generalized as a larger population because it was limited only in Addis Ababa city Commercial Bank of Ethiopia and other geographical located parts of the Bank would not been able to include in this study.

1.8. Definition of the Terms

Retention- refer to a company`s ability to keep talented employees people who will help their organization remain competitive in a world of rapid change.

Employee retention-refers to the hierarchical arrangements and practices utilized as a part of the organization to keep key workers from leaving the association. It is the percentage of employees remaining in the organization (Phillips and Connell 2003).

Strategy- is the direction and scope of an organization over the long term ideally, which matches its resources to its changing environment, and in particular to its markets, customers and clients to meet stakeholder`s expectations (Johnson 1993).

Performance-in organizational context is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization.

Employee Performance- refers to what an employee does or does not do. Employee performance common to most jobs includes quantity of output, quality of output, timeliness of output, presence at work and cooperativeness (Mathis & Jackson 2004).

Employee turnover- is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues.

Job – group of positions those are similar in their duties, such as computer programmer

Positions - the responsibilities and duties performed by an individual. There are as many positions in an organization as there are employees.

Job classification - is an assortment of job titles designed to facilitate a number of Human Resource Management goals including recruitment, selection, and salary administration in an organized and consistent fashion.

1.9. Organization of the Thesis

The thesis was organized into Five Chapters. The First Chapter was An Introductory Part which contained the following Topics: Background of the Study, Statement of the Problem, Research Questions, Objectives, and Significance of the Study, Scope of the Study, Limitation of the Study, the Definition of Terms and Organization of the Study. Chapter two which deals with related literatures on the area of the study. Chapter Three it deals with the Research Methodology. Chapter four deals with data Presentation, Data Analysis and interpretation. The final chapter will contain Summary, Conclusion and Recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter reviews literature on the effect of employee retention strategies on employee performance. The section would highlight important study objectives. Definition and the concepts of employee retention then discussion on employee Retention strategies (independent variables)and also in detail discussion on the dependent variable (Employee Performance) then followed by discussing on the relationship between the retention strategies (independent variables) and level of employee's performance then it was discussed about the empirical literature studies that would be highlighted some of the effect employee retention strategies and the conceptual framework of the study were included in this section.

2.2. Theoretical Literature Review

2.2.1. Definition& concepts of Employee Retention

According to Armstrong (2008) Employee Retention refers to policies and programs aimed at ensuring that the organization keeps the talent it needs. Retention programs are designed to ensure that people remain as committed member of the organizations.

Employee retention can be enhanced by taking the time to create a retention strategy for the organization and placing it in the policies. Having a good relation with the employees and creating a feeling of security that in return brings commitment and loyalty to the firm is one way of retaining employees in the organization. Recruiting employees the right way that is by having in mind what sort of individual will fit into the organization and wants to grow with the company ensures that the right staffs are recruited from the beginning and whose goals match with the firm's. Paying employees high wages in relation to their job will enable employees to remain in the firm and avoid them from looking for a job elsewhere. Giving bonuses to employees who have improved their performance and increased profitability and offering stocks to employees thus making them own a part of the organization. It would result to them being more loyal and committed to the firm.

Organizations need to have in place effective retention strategies put in place so as to ensure that the best employees are retained. Having effective retention strategies requires the Human resource manager to have an ongoing diagnosis of the nature and causes of turnover. By having a better handle of why the employees are leaving or want to leave the organization, effective retention strategies can be adopted and reduce turnover as described by (James & Mathew 2012).

Having self-managed teams that makes employees solve problems and experience greater autonomy reduces turnover as employees are challenged and get to make decisions. Having training and development programmes which will increase employee's skills and knowledge and this in turn makes the individual to be committed to the organization. Having promotion policies whereby employees are promoted thus providing a sense of fairness in the company compared to when the company just brings in outsiders. Managers should establish an effective two way communications with operatives as this result in employees to remain in the organization (Taplin, &Winterton, 2007).

In organizations where there is no career growth employees tend to leave and work elsewhere. Therefore, having in place promotion opportunities is essential in retaining staff as they are looking in advancing their career goals. Providing employees with career paths and steps on how they can reach their goals and achieve them will ensure that they stay in the organization and stay loyal as mentioned by (Rawat 2013).

2.2.2. Employee Retention Strategies

Employee retention strategies entail a set of programmes designed by organizations to encourage competent employees to remain in an organization in order to ensure continuous organizational success. A company cannot prevent other organizations from attracting their employees, but they can put in place appropriate retention strategies to ensure employees stay in an organization. Strategies for employee retention include training and career development, compensation, incentives/benefits and recognition, employee work-life balances, employee-management relationship and employee participation in decision making. If these retention strategies are effectively managed, it could help in the retention of core and competent workforce.

The effects of employee retention strategies are numerous, however, a review of the literature reveals employee loyalty/commitment, job satisfaction and employee turnover among the commonest ones.

Retention is a voluntary move by an organization to create an environment which engages employees for long term. According to Chaminade (2007), this attachment relationship should be durable and constant and link the employee to the organization by common values and by the way in which the organization responds to the needs of the employees. The main purpose of retention is to prevent the loss of competent employees from the organization, which could have an adverse effect on productivity and service delivery. Also, retention allows senior and line managers to attract and effectively retain critical skills and high performing employees. This is achieved by providing these managers with information on retention and retention strategies that will ensure the goals and objectives of the organization to be realized.

Creating a retention strategy means placing the employees' needs and expectations at the center of the organization's long-term agenda in order to ensure the professional satisfaction of the employee and create a trusted relationship. In this stable relationship, the employee remains in the organization by personal choice based on free will and considered decision. Retention of employees is crucial to the overall success of any organization. Talented and high performing employees should be encouraged to remain in the organization by designing retention policies that will provide individual employees with opportunities to demonstrate their skills and ensure that they are matched with the right jobs. Such retention policies should, in the view of Nyoka (2006) also include strategies that will enable employees to balance their work life demand with their family life by establishing family friendly policies and enabling flexible work arrangements to accommodate essential personal commitments. With such effective retention policies in place, managers are able to keep the employee turnover at a manageable rate. It is imperative for organizations through the employment process, to attract quality employees to the organization. However, it is more important for managers to device strategies with which to retain these talented employees in the service of their organizations in order for employers to benefit from the investment already made in them.

Employee retention is one of the most critical issues facing organizational managers as a result of the shortage of skilled manpower, economic growth and high employee turnover. Phillips and Connell (2002), states that employee retention involves being sensitive to employees' needs and demonstrating the various strategies in meeting those needs. These strategies include career growth and development, competitive compensation benefits, opportunities for training and supportive management. Apart from the strategies mentioned above, employers should use a flexible approach

to encourage retention and this approach should consider a number of value-adding components. Such components, Brown (2006) contends include mentoring/coaching, opportunities for skill and career development, as well as flexibility around the frequency and size of performance rewards and incentives.

The whole process of retention is to ensure that employees are retained in the organization, especially employees with valued or needed skills or experience in a scarce/critical field (where recruitment is difficult). Turnover is a costly expense and a huge concern to employers and must be avoided. High turnover represents a considerable burden on human resource and line managers, who constantly to recruit and train new employees.

Employee retention consists of procedures through which employees are boosted to become part of the organization for a longer period of time until he/she gets retired or until the project gets completed. For achieving individual as well as organizational goals, it is very much essential to retain talented employees. The HR manager must know how to attract and keep good employees because these are the employees who can make or break the organization's goodwill (Wisnefski 2008; Rasli et al., 2014). Successful employee retention does not rely on a single strategy. The decision of an employee to stay in the organization is effected by a number of factors depending on a variety of elements like the individual's age, the family situation, mentoring, career and learning opportunities, good benefits, networking and the external job market or job title (Musser 2001; Sinnott et al. 2002; Yusoff et al., 2013).

According to Sunil Ramlall, Managing Employee Retention works as a Strategy for increasing organizational competitiveness. Gberevbie (2008) has stated that employee retention strategies refer to the plans and means, and a set of decision-making behavior put formulated by the organizations to retain their competent workforce for performance.

In today's business world, employee commitment/loyalty enhances their ability to stay on the job for long. If employees believe that the organization is less committed to them, they may respond by feeling less committed to the organization. The loyalty in employees can be enhanced by providing them job security with effective employee retention strategies that contribute towards decreasing employee turnover (Buhler, 2006). Thus, organizations that have in place appropriate employee retention strategies such as competitive pay packages, recognition of employee achievement, and

effective communication system among others could build on their employee loyalty and consequently enhance retention. This has become necessary due to the fact that retaining talented and loyal employees can provide long-lasting benefits to the organizations. Therefore there is a need for managers/organizations to adopt appropriate employee retention strategies in order to prevent competent employees from leaving their organizations.

Happy employees may be less likely to be absent from their job voluntarily or to look for work elsewhere. It is therefore important for organizations to strive to keep employees satisfied (Reggio, 2003). Hom and feth (1995) maintained that employees decided to leave their organization when they become dissatisfied with their jobs. Therefore, if organizations fail to recognize the need for maintaining a satisfied workforce, some of them may leave for better offers elsewhere since talented employees are sought after by competitors. Employee retention can therefore be achieved and turnover minimized if management is able to identify and apply appropriate variables that will create job satisfaction amongst employees (Nwokocha&Iheriohanma 2012). Employee turnover disrupts organizational efficiency. In the absence of conducive work environment, and good welfare packages for key employees such as accommodation, adequate health and medical insurance, training and career development opportunities and other relevant fringe benefits, it can only be expected that frustration and eventually quits will result (Tariq, Ramzan&Riaz 2013). There is therefore the need for managers/organizations to adopt appropriate employee retention strategies in order to prevent competent employees from leaving their organizations.

On the influence of employee retention strategies on employee performance, Fatima (2011) found that employee retention strategies have a positive relationship with employee performance. Thus, favorable work environment, attractive rewards system, career growth and development opportunities as well as work-life balance programmes are the reasons for employees to stay in an organization and work better (Madiha et. al, 2009).

2.2.3. Employee Performance

Marcia (2012) defines employee performance as standards or employee behavior that uses performance criteria. Employees are rated on how well they do their jobs compared with a set of standards determined by the employer. Employees' performance in all organizations needs to be monitored and evaluated so as to ensure that the level of performance is not decreasing. Performance

measures such as performance appraisal systems that uses balance score cards, graphic rating scale, 360 degree feedback and performance reviews can be used by the organization to establish the reason for a drop or increase in performance (Moncarz et al. 2009). When there is a drop in performance, the Human Resource Manager will be able to know what the problem is from the feedback received from the performance indicators (Drake International, 2012).

Performances indicators give the Human Resource department a chance to discuss with the employees about their performance and in return the employees will be able to give their feedback on it. This system allows the manager to know the problem in the organization and finds a way to fix it so as to increase the performance of employees. There are six (6) performance indicators; quality of work performed, quantity of work produced, dependability of the employee in the organization, teamwork and attendance of employees will assist managers in evaluating the performance of employees (Ghebrejorgis&Karsten, 2007).

The quality of the work can be measured through freedom from errors and mistakes in their work, accuracy and the general quality of their work. Quantity of work is measured on the basis of the output produced by the employee for instance the volume of work produced is high. Another performance measure is dependability of the employee where their timeliness and persistence to their work come in to play (Sarmiento, Beale & Knowles, 2007). Employees need to have cooperation in order to perform well. Working harmoniously with other members in the organization is beneficial as it ensures that the work gets done efficiently and effectively. Attendance is another measure of performance for employees. Low absenteeism ensures high productivity of workers as the employees are able to meet the goals or targets set for them (Ghebrejorgis&Karsten, 2007).

2.3. Empirical Literature Review

2.3.1. The relationship between the Retention Strategies and Performance

The empirical study was highlight to examine the effects employee retention strategies on the performance of employees in Commercial Bank of Ethiopia. Specifically, it looked at how the retention strategies and there effects on the performance of critical job position in CBE. The study will try to examine the effects of such retention strategies: like training and development, compensation and career /recognition management, employee work-life balance/flexible work environment strategies, management/supervisor-employee relationship, and employee participation

in Decision-making/communication effect on the employee's performance. Thus, the study focuses on these groups of individuals who considered as critical among from the recent CBE's Nine Job Classification levels/ categories; these groups they constitute the top level management and other lower level managers in CBE; it is believed that these group they have the leadership competency, professional , and managerial competency and they have minimum experience of above 5 (five) years and above in the bank and these groups; namely, Executive management (EM) Grade (18), Senior Management (SM) Grade (16 &17), Middle Level Management (MLM) Grade (14&15) and Operational Level Management (OLM) Grade (11,12&13)will be includes or used this is because employees regarded in each Job Positions Classification level are considered as competent , skilled well experienced workforce and plays a vital role.

According to the Findings of study, Kyndtetet.al, (2009) highlighted the importance of considering both the personal (level of education, seniority, self-perceived leadership skills, and learning attitude) and the organizational factors (appreciation and stimulation, and pressure of work) when investigating employee retention. Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. From the study by Samuel and Chipunza (2009) suggest that certain variables such training and development, recognition/reward for good performance; a competitive salary package and job security helps in employee retention.

2.3.2. Employee Retention Strategies and Employee Performance

According to Galbreath (2010), the ability of a firm to be able to retain their employees is a signal of success and shows that the organization is not only a valued place of work but also that there is positive consequences for the firm's performance and productivity. Employee performance can be measured through performance indicators such as quality of the employees work, output of the employee, attendance, cooperation and dependability of the employee in the organization (Ghebreorgis&Karsten, 2007).

Retention strategies put in place in the organization such as communication where employees are able to communicate with their supervisors and other peers ensures that the performance of the

employee is high as there is cooperation. This ensures that there is teamwork and a willingness to work together thus creating a work environment that is conducive for work progress (Smith & Rupp, 2004). In addition, organizations that have work life balance policy will result to low absenteeism rate as the employee has a balance between work and life thus reducing stress which can affect the productivity of the employee (Johnson, 2004).

Employees who have had career advancement or promotion in the organization feel obligated to perform better in order to show that they are the right people on the post and therefore perform better. The quality of work produced is high as room of margin is minimal and work is accomplished quickly and accurately (Moncarz et al., 2009). When employees are trained the job skills and techniques get to be learned. The procedure and equipment's to be used are taught thus making the employee be highly skilled in their work. This result to the employee to work efficiently and effectively to meet the target set for them and handle a satisfactory volume of work (Smith & Rupp, 2004).

Compensation is vital in retention as the employees have a need to get paid in terms of their performance level. Dependable employees who are persistent in their work and get the job done on time, works well under pressure and improve their performance leads to them being compensated (Smith & Rupp, 2004).

Generally, Different researchers have been stated their findings on the effects of employee retention strategies from different retention strategic perspective and used different methods to measure performance; there are six (6) performance indicators; quality of work performed, quantity of work produced, dependability of the employee in the organization, teamwork and attendance of employees will assist managers in evaluating the performance of employees as discussed by (Ghebregiorgis&Karsten, 2007). But for this research the purpose the researcher used to measure performance based on the retention strategies which were stated below in this literature part of the research.

2.3.2.1. Training, Career Development Strategies and Employee Performance

Armstrong (2001) defined training as the systematic development of attitudes; skills and knowledge that an individual requires in order to adequately perform a given task or job. Training also indicates

the procedures that are involved in improving the abilities, skills and aptitudes of the employees in order to be able to perform specific jobs.

As Dessler (2008) defined career development as the lifelong series of activities that contribute to a person's career exploration, establishment, success and fulfillment. Organizations are now providing a platform for employees to develop their own careers and increase their career satisfaction. This approach is consistent with the recommendation that organizations perform a new supportive rather than directive role in enabling their employee's career success. Therefore, it is important that organizations adopt strategies to enhance employee's career satisfaction and as well potentially increase the organization's ability to attract and retain employees (Baruch, 2006).

2.3.2.2. Compensation, reward/recognition Strategies and Employee Performance

Compensation is a function of human resource management that deals with every type of individual rewards that employees receive as a result of performing organizational tasks (Ivancevich 2010). Employee compensation is defined as all forms of pay going to employees and arising from their employment (Dessler 2008). According to Gomez-Mejia, Balkin and Cardy (2010), an employee's total compensation is divided into three components. The first and the largest element of total compensation is the base compensation. This refers to the fixed pay an employee receives on a regular basis either in form of a salary or as an hourly wage. The second component includes the pay incentives which are programs designed to reward employees for good performance. The last component is the indirect benefits/compensation.

According to Dessler (2012), there are various types of flexible work environment strategies which include reduced hours schedule, job sharing and compressed work weeks.

Recognition and Rewards: According to Rotundo (2002) he argues that reward systems ought to be a significant sphere of innovation for employers. Nevertheless, it is clear that recognition and rewards as part of a more comprehensive effort at keeping workers or adopting good workplace practices can contribute to increased retention.

2.3.2.3. Management /supervisor-Employee Relationship and employee performance

According to Halverson (2013), more than 50% of employers said they had no formal strategy for employee retention. "Recognition, flexible work arrangements, work-life balance, employee engagement, health and safety, communication, workplace diversity, formal wellness programs,

inclusion and employee development are some examples of approaches that can become a part of the mix when developing retention strategies.

By having support, workers are less likely to leave an organization and be more engaged by having good relationship and open communication with the supervisor. Supervisors interact as a link to practice applications among stated goals and expectations. The supervisor support is so essential to retention that it can be said that employees leave bosses, not jobs as described by (Ontario 2004).

Work relationships that affect employee retention include supervisory/management support and coworker relations. A supervisor or manager builds positive relationships and aids retention by being fair and non-discriminatory, allowing work flexibility and work-family balancing, giving feedback that recognizes employee efforts and performance, and supporting career planning and development.

Additionally, many individuals build close relationships with coworkers. Such work-related friendships do not appear on employee records, but these relationships can be an important signal that a workplace is positive. Overall, what this means is that it is not just where people work, but also with whom they work, that affects employee retention. If individuals are not linked with or do not relate well to their coworkers, there is greater likelihood for turnover to occur.

2.3.2.4. Employee WLB/ Work Environment Strategies and Employee Performance

The concept of “work-life balance” recognizes that employees have important family and extraprofessional obligations that compete with their professional commitments; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home.

A flexible work environment strategy is defined as the methods in which employees are able to conduct their work away from the traditional weekly work schedule or outside the normal work environment (De, Nisi & Griffin 2008). Flexibility is defined as the organizations ability to adapt the composition, responsiveness, size and costs of people inputs that are required in order to be able to achieve organizational objectives (Pilbeama&Corbridge 2006).

2.3.2.5. Employee Participation in Decision-Making /Communication Strategies and Employee Performance

Several studies have identified employee involvement in decision making as an important high-performance HRM practice (Arthur 1994; Mac, Duffy 1995 & Pfeffer 1995). It enhances employee commitment to the organization. Researchers have found that employee participation in decision making can have a significant effect on employee satisfaction and performance at work (Wagber 1994).

Modern businesses always keep its employees well informed about all the important affairs of its business and involve them in decision –making at all levels, which can exploit the talents of its employees. As per Noah (2008), cited by (Bidisha, Lahkar & Mukulesh B2013) employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.

2.4. Conceptual Framework of the Study

The major concept of this study was focused on assessment of the effects of employee retention strategies on the performance of selected positions through, document analysis (policies, strategies, and procedures etc.), targeted employees' responses HR practitioners Interview and survey questionnaires in CBE, Addis Ababa.

Variables- The independent and dependent variables of the study are:

Independent variables –Training and career Development, Compensation, Rewards/Incentives and Recognition , Management/Supervisor-Employee Relationship , Employee Work-Life Balances , Employee Participation in Decision-Making/Communication

Dependent variable – high employee performance (critical job position employees)

Variables- The independent and dependent variables of the study are:

Independent variables –Training and career Development, Compensation, Rewards/Incentives and Recognition , Management/Supervisor-Employee Relationship , Employee Work-Life Balances , Employee Participation in Decision-Making/Communication.

Dependent variable – employee performance.

Figure 2.1: Conceptual Framework of the Study

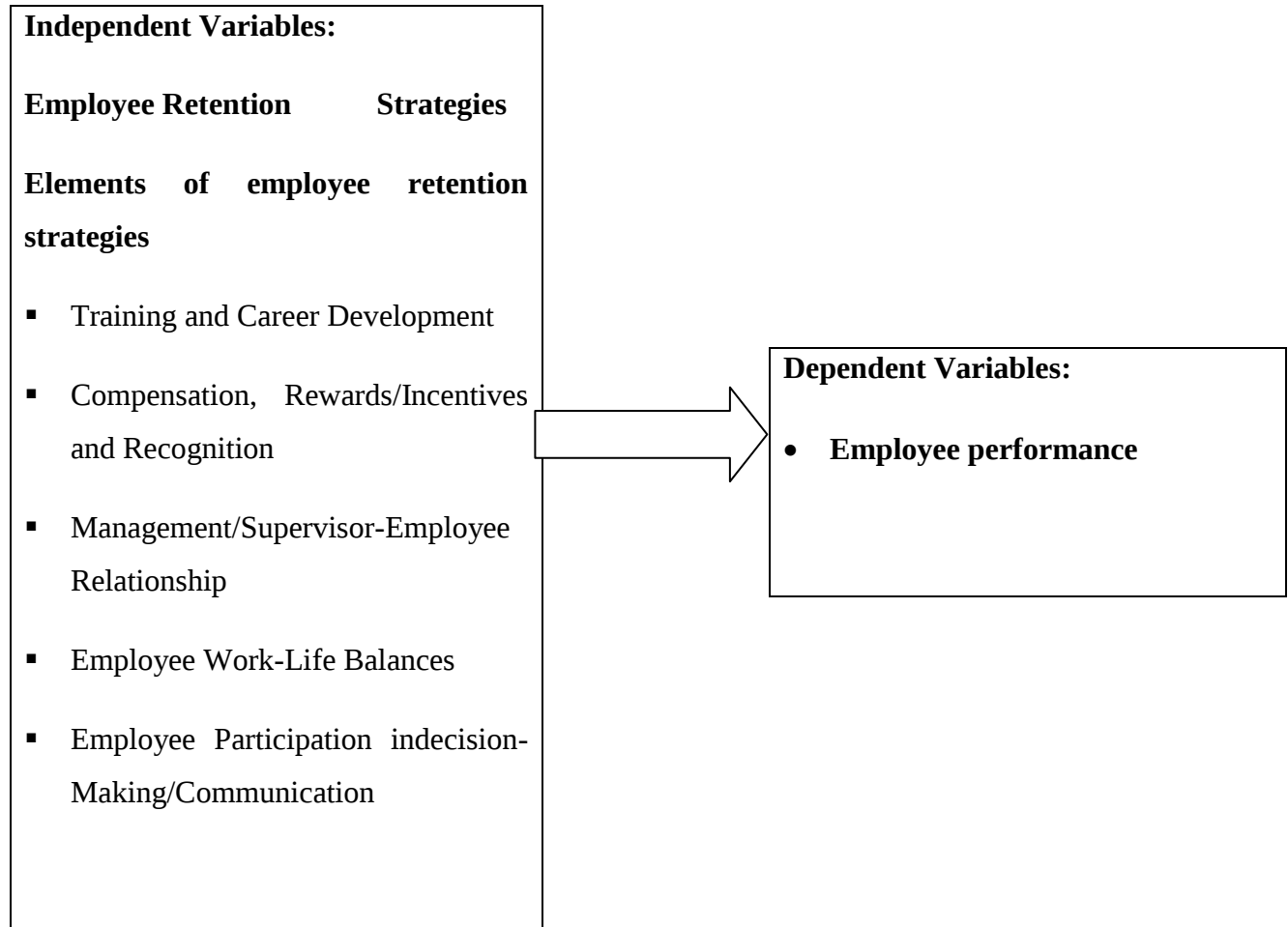


Figure 1: the conceptual framework of the study.

This figure shows that Employee Retention Strategies if utilized effectively might lead to increased job satisfaction, employee loyalty/commitment, and employee retention/lower employee turnover. The overall effect could be high employee job performance and overall organizational success (high organizational performance).

Source: Adapted from Ampong (2012).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Description of the Study Area

Commercial Bank of Ethiopia was one of the leading banks in Ethiopia's financial sector. Therefore, the area of the study was to identify the effects of employee retention strategies on the performance of critical job positions in Commercial Bank of Ethiopia. Thus, the study area was focused on these groups of employees who were considered as critical among from the recent CBE's Nine designed Job Classification levels/ categories; these groups they constitute the top level management and other lower level managers in CBE; because these groups believed that they have the leadership competency, professional and managerial competency and they have minimum experience of above 5 (five) years and above in the bank and who have been playing a vital role for the success of the Bank; namely, Executive management (EM) Grade (18), Senior Management (SM) Grade (16 &17), Middle Level Management (MLM) Grade (14&15) and Operational Level Management (OLM) Grade (11,12&13).

3.2. Research Approach

The study was employed mixed research approaches with the aim to generate rich data from multiple sources, which are both quantitative and qualitative type. The study would be represented both employees' view and management's attitudes towards the effects of employee retention strategies on the performance of critical job position at CBE. The study was followed an explanatory cross-sectional design. Explanatory study establishes causal relationships between variables. Thus, it attempts to clarify how and why there was a relationship between two or more aspects of a situation or phenomenon.

Quantitative techniques were used for both data collection and analysis. Quantitative research is a study whose findings are mainly the product of statistical summary and analysis. A structured questionnaire will be used to collect data from a large representative sample, so that the result can be applied to the entire population. Also, data was analyzed using quantitative methods. Primary data

from survey questions has quantitative characteristics. Qualitative data gathered through interview question, Document analysis, from employee retention data& from annual reports.

3.3. Research Design

The study was followed an explanatory cross-sectional design. Explanatory study establishes causal relationships between variables. Thus, it attempts to clarify how and why there was a relationship between two or more aspects of a situation or phenomenon. According to Saunders, Lewis and Thornhill (2009), explanatory research is about studying a situation or a problem in order to explain the relationships between variables. Hence; explanatory study design was used to determine and explain the relationship between the dependent variable (employee performance) and independent variables –employee’s retention strategies include elements like; (compensation/reward /recognition , training & career development, work-life balance & flexible work environment, management/ supervisor - employee relationship and employees participation in decision making). The study was a cross-sectional or “snapshot” because it is a onetime study at one particular time and not over several years.

A quantitative technique was used for both data collection and analysis. Quantitative research was a study whose findings would mainly be the product of statistical summary and analysis. A structured questionnaire was used to collect data from a large representative sample, so that the result could be applied to the entire population. Also, data was analyzed using quantitative methods.

The population under this study was a total of 345 that were considered as critical job position in CBE. The sampling technique employed in this study was a Stratified random sampling this was because stratified sampling allows to obtaining a greater degree of representativeness; it reduces the probable sampling error to ensure that both groups in a population are adequately represented in the sample, by randomly choosing subjects from each stratum the target population classified in to four strata’s which was based on their job positions level, namely (Level 1: Executive Management JG-18 , Level two: Senior Level Management JG-17&16, Level three: Meddle Level Management JG 15&14 &Level four: Operational Level Management JG 13,12 &11) it was also less time consuming. Both primary and secondary data will be used in this study. Primary data were collected using interview and survey questionnaires. The questionnaires were developed and organized on the basis of the research objectives to ensure relevance to the research problem and secondary data was

also used through document analysis , using annual report on employee retention strategies' related documents been analyzed. The study was employed the use of statistical frequencies like percentages to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies used by the organization as well as measure the differences in terms of responses that was given by the population. Correlation analysis also been used to determine the strength of the relationship of the study variables.

3.4. Population and Sampling

3.4.1. Sample Population

The target population of the study was comprised of all employees who were considered and classified as critical to the CBE; namely, Operational Level Manager Job (Grade 11, Grade 12 & Grade 13), Middle Level Managers (Grade 14 and 15), Senior Level Managers (Grade 16 and 17) and Executive Levels Managers Grade 18. The reason for selecting those employees was that because these groups' of individuals holds the critical Job Position in CBE, it was based on the Job Position Classification revised Job family which is designed in May, 2017.

The target population of the study was based on Critical Job Position as critical jobs in the CBE's context: which were identified as key/critical ;the positions were a key contributor in achieving the organization's mission as well as vision and the position performs a critical task that would stop or hinder vital functions from being performed if it were left vacant and also the position requires specialized or unique expertise (skill sets) that was difficult to replace immediately Positions in in danger of "knowledge drain" due to retirements or high turnover.

3.4.2. Sampling Techniques

In the process of conducting the study, both probability and non-probability sampling were used to select the study respondents. The respondents were chosen from the selected Job Position categories. For qualitative data collection, the study was used purposive sampling this was because managers or experts who were directly working on the issues were expected to have rich knowledge as a strategic practitioner's and individuals was selected because they were experienced about the central phenomenon. Also use of the best available knowledge concerning the sample subjects, better

control of significant variables, selected sample groups data could easily been matched & it was also created homogeneity of subjects used in the sample. The purpose of using Purposive Sampling for the study it was helped in the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). This involves identifying and selecting individuals or groups of individuals that were especially knowledgeable about or experienced with a phenomenon of interest (Cresswell& Plano Clark 2011). And for the quantitative data collection purposes the study used a survey questionnaires stratified sampling was used to select the sample this was because the populations were grouped in different Locations, found at different levels in the hierarchy at CBE. Stratified sampling was used to select the sample population from the total number of population 345, selected 184 sample size which was because stratified sampling allowed obtaining a greater degree of representativeness; it could reduce the probable sampling error to ensure that both groups in a population were adequately represented in the sample. Stratified sampling technique, in the study targeted populations were sub grouped in to four strata's on the basis of their level of job position they hold. Thus, by randomly choosing subjects from each stratum, namely; (Level One: Executive Management JG-18, Level Two: Senior Level Management JG-17&16, Level Three: Meddle Level Management JG15&14 &Level Four: Operational Level Management JG 13, 12 &11) it was also less time consuming. The total population & sample distribution was presented in the following Table:

Table1. Population and Sample size

S.No	Job position	No. of Employees in each Job Position	Sample size	Percentage %
1	Executive management (ELM)	12	7	$12 \times 100 / 345 = 3\%$
2	Senior management (SLM)	24	13	$24 \times 100 / 345 = 7\%$
3	Middle Level Management (MLM)	89	47	$89 \times 100 / 345 = 26\%$
4	Operation level Management (OLM)	220	117	$220 \times 100 / 345 = 64\%$
	Total Target population	345	184	100%

Source: fieldwork 2018

Using sampling formula for finite target population,

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + z^2 \cdot (p \cdot q)}$$

Where,

p = sample proportion, $q = 1 - p$;

z = the value of the standard variety at a given confidence level and to be worked out from table showing area under Normal Curve;

n = size of sample.

Given: At 95% confidence level the value of $Z = 1.96$, P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

$N = 345$ which is population size $e = 0.05$ which is acceptable sample error

Source: C.R. Kothari (2004)

So, based on the above formula a sample of 184 was selected from the target population and participates in the study which was a sample among employees of the critical job position and managers. The sample size obtained was allocated to the four critical job position classification proportional to their population size.

3.5. Data Source and Data Type

Both qualitative and quantitative type of data was employed to collect data from both primary and secondary sources. The sources of data were from both Primary and Secondary data source which was used for this study purpose. Primary Data Source: important sources were collected through; key informant interviews and survey questionnaires. Key informant interview was important to generate rich data from experts and management staff who were directly or indirectly working on the issue in the bank. Secondary Data Source: Collection of secondary data was used by looking at in to the various documents that the CBE had been using as employee retention strategies and recorded documents. Necessary documents had been analyzed and reviewed to get required secondary data.

Therefore; Official reports and recoded documents were important sources of secondary data that was used in this study.

Data Type: For the purpose of the study both the primary and secondary data types were used. Using the primary data collection methods such as survey questionnaires and interview questions used and secondary data type obtained from different sources like organizational documents, CBE's annual reports, HR policies and Procedures, turnover recorded data which was helped in order to evaluate the basic employee retention practices and challenges in CBE.

3.6. Data Collection Procedure

Both quantitative and Qualitative techniques were used for data collection and analysis. Qualitative data collection using key informant interview, document analysis and Quantitative data collection using survey questionnaire; Quantitative Research study whose findings were mainly the product of statistical summary and analysis. A structured questionnaire was used to collect data from representative sample, this was adopt for the respondents to rate the extent to which they were agree or disagree on a five –point Likert scale with the following rating; 5 strongly agree ,4 agree, 3 Neutral, 2 disagree and 1 strongly disagree.

The quantitative survey questionnaires containing 2 parts comprising general background information about the respondents and the main variables that were used as employee retention strategies and their effect on the performance of employee's at critical job position in CBE.

The Required data that were collected for the study purpose was from both primary and secondary sources, which complement each other. Primary source of data was gathered through interview questionnaires to key experts who were working in the managerial level which were comprised from the selected sample Supervisors, Manager's, Directors and District Managers from those Critical job position categories in CBE.

The secondary method of data collection technique for satisfying the aim of the study was used by collecting recorded employees retention/ turnover data, retention strategies, recorded documents from CBE's HR policies and procedures &practices, using annual reports etc.

3.7. Ethical Consideration

There would also ethical measures that had been followed in the data analysis. To ensure the integrity of data, the study was checked the accuracy of encoding of the survey responses. This would carried out to ensure that the statistics that would be generate from the study were going to be truthful and verifiable, Leary (2004).

There were certain ethical protocols that would to be followed in the study. The first was soliciting explicit consent from the respondents. This ensures that their participation to the study was not out of their own volition. The study would also ensure that the respondents were aware of the objectives of the study and their contribution to its completion.

3.8. Method of Data Analysis

In order to analyze the quantitative data that would be obtained through survey questionnaire, first the data was tabulated analyzed and interpreted by using the appropriate statistical tools; using descriptive statistics like; frequencies, percentage and mean supported by SPSS software version 23.00. For the qualitative data that would be collected through interview and document analyses would also be analyzed qualitatively. Consequently, the data that were collected from the respondents were analyzed; interpreted on the base of which major findings would be summarized and presented.

The study used quantitative method of data analysis. To ensure effective analysis, the questionnaire would be coded according to each variable of the study to ensure the margin of error was minimized as to assure accuracy during analysis. The quantitative analysis would be conducted by using descriptive statistics. According to Denscombe (1998), descriptive statistics involves a process of transforming a mass of raw data in to tables, charts, with frequency distribution and percentages, which were a vital part of making sense of the data. Data was analyzed using SPSS Statistical Package for Social Sciences (SPSS) Version 23.0 program and it would be presented using tables and pie charts to give a clear understanding of the research findings. Multiple regression technique would also be used to measure the effects of employee retention strategies (independent variables) on the performance of employee's at critical job position in CBE (which was dependent variable) used to measure on interval or ratio scales.

3.9. Reliability and Validity

Reliability and validity of the research instruments are of great importance in any research. Researchers are expected to properly consider them when designing and judging the quality of a study.

3.9.1. Reliability

Reliability refers to the degree to which measures are free from random error and therefore yield consistent results (Zikmund 1997). According to Sekaran (2003) reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of the measure. Thus the extent to which any measurement procedure produces consistent results over time and an accurate representation of the total population under study is referred to as reliability. The research used Cronbach's Alpha as a measure of internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another (Sekaran, 2003).

According to Darren and Mallery, (2001), coefficient alpha is a measure of internal consistency based on the formula $\alpha = rk / (I + (K-I) r)$, where k is the number of variables in the analysis and r is the mean of the inter-item correlation. They however caution that the alpha value is inflated by a larger number of variables so there is no set interpretation as to what is acceptable. Nevertheless, a rule of thumb that applies to most situations is given as:

$\alpha > .9$ – excellent

$\alpha > .8$ – good

$\alpha > .7$ – acceptable

$\alpha > .6$ – questionable

$\alpha > .5$ – poor

$\alpha < .5$ – unacceptable

Table 2 below, was a summary of the reliability test based on the Cronbach alpha coefficient for the five Scales items in the survey instrument. The Cronbach alpha value was mainly 0.960 and is thus considered as good.

Table 2. Summary of Reliability Test

Scale	No. of item	Cronbach Alpha
Section A1 – A10 (training & career development)	10	.891
Section B11–B20 (compensation, reward & recognition management)	10	.902
Section C21 – C30 (supervisor employee's R/ship)	9	.727
Section D31 – C40 (work-life balance/working environment)	10	.918
Section E41 – D50 (employee participation in decision & communication)	10	.937
Section F51 – E61 (employee performance)	11	.913
Total	60	.881

Source: field data 2018

An alpha of 0.7 or above is considered to be reliable as suggested by many researchers (Davis 2000; Nunnally 1978, Sekaran 2003) also affirms that normally, reliabilities of 0.7 range is considered acceptable and over 0.8 is good. In this study the Cronbach alpha coefficient values ranged from a low of .727 to a high of .937 with an overall Cronbach alpha coefficient value of .881. Thus with regard to the individual scale items in Table 2 above, the Cronbach alpha coefficients obtained for the various scales which was mainly 0.8 is considered as good.

Based on the pilot test result of the cronbach's alpha test items from section 'C' which was an independent variables containing 10 questionnaires about supervisor-employee relationship from the listed 10 questionnaire question number 9 may be problematic question & a reliability analysis was carried out on the perceived tasks value scale comprising 61 items cronbach Alpha showed that the questionnaires to reach acceptable reliability $\alpha=0.881$. Most items appeared to be worthy of retention, resulting in a decrease in the Alpha if deleted. The one exception to this was from section 'C' item 9

or from the total questionnaire question number 29 in section 'C' which would increase the Alpha to $\alpha=0.727$. Therefore based on this test result the problematic item question was removed and the result was increased from $\alpha=0.689$ to $\alpha=0.727$.

3.9.2. Validity

Validity on the other hand, can be described as the extent to which the instrument measures what it purports to measure. According to Healy and Perry (2000), validity determines whether the research truly measures that which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. Faux (2010) asserts that an effective and practical approach to pre-testing questionnaire instruments is to ensure that the questionnaire is understood by participants. Also, the benefits of the approach are improved questionnaire reliability and planning which results in better response rates (Faux, 2010). After the design, the questionnaire was given to supervisors and experts for their comments and suggestions. This was done to ensure refinement and content validity.

Whilst testing validity with experienced researchers is crucial, it was also important to pre-test instruments on potential respondents. Hence a pre-test was carried out with Feedback used to improve the data collection instruments by eliminating any ambiguities and inadequate terms. The pre-test was used to enable the researcher to check the validity of the instrument of data collection. It enabled the researcher to assess the clarity of the questionnaire so that items found to be superfluous and misunderstood were modified to improve the quality of the research instrument, thereby increasing its strength and validity.

The result of the pilot test indicates that the reliability was test and it was measured the reliability test above the acceptable level .7 and the pilot test result was .881 and it was acceptable. The questionnaires was examined /viewed by different experienced managers and skilled personnel's and they are also asked if the questionnaires are proper enough to describe the issue in the organization and its found the study will to be continue as designed so far and some adjustments are made on both the questionnaires and interview questions by the experienced skilled employees in the bank. Therefore; this was help to continue and start to the journey to further research steps and beginning the final data collection process.

Generally, the pilot test result of data collection instruments was tested it was proper and it was indicated the reliability test of above the acceptable Cronbach Alpha (0.7) and the result was found .881. This enables the study to proceed to the next step. Therefore it necessary to begins the Full scale data collection processes. The validity of the data collection instrument have been seen by different skilled experienced and professionals & They looked in to the appropriateness of the interview questions and the questionnaires and they provided some comments to adjust the question its relatedness with the overall CBE's organizational make up and the content of the instruments. So based on the comments and suggestions, both the survey questionnaires and interview questions was prepared so it was proper to continue the full scale data collection process.

Variables which were used as part of the retention strategies in this research the composition in each variables had each ten items except one variable management/ supervisor employee relation (based on the cronbach's alpha test result one item were removed for its reliability purpose) and the main dependent variable had 11 items which were used based on the combination of independent items from each independent variable at least more than 2 items were incorporated to measure performance.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Introduction

In this chapter, as clearly mentioned in the methodology part of the research primary and secondary data collection method were used. For primary data questionnaires and interview questions were employed. Questionnaires were distributed to selected respondents on the critical job position levels in CBE. The data collected from those selected respondents using questionnaire is presented and analyzed. The questionnaires had two parts the first part was dealt with the general background information of the respondents and the second part was using Likert scale to measure the items , namely, strongly disagree (1), disagree(2), neutral (3) , agree (4), strongly agree (5). The data was presented by using tables followed its descriptive analysis, Moreover; the correlation and regression analysis also presented in this chapter. Also the interview result which was collected from managers at the purposefully selected critical job position holder's and it was also generalized and presented in this chapter. Generally, this chapter thoroughly deals with the analyses of the data gathered on the sampled respondents in understudying the effect of employee retention strategies on the performance of critical job position holders in CBE. These findings and the subsequent analysis carried out on the responses relate to the key areas of employee retention strategies and its effect on performance of the selected job positions.

4.2. Characteristics of the Respondents

Table 3. Distribution of Total Responses

Rank	Total Population	Target Sample	Actual Response	Response Percentage
ELM	12	7	0	0.0%
SLM	24	13	3	1.7%
MLM	89	47	47	27.2%
OLM	220	117	123	71.1%
Total	345	184	173	100%

Source: Fieldwork, 2018.

According to the table 3 above, as clearly showed distribution of total response; there were totally 184 (one hundred eighty-four) respondents were targeted for the survey; hence the same number of questionnaires was sent out. However, out of this number, it was about 173 (one hundred seventy three) questionnaires were received out of which seven questionnaires were not returned from the respondents and the rest 3 were poorly or inappropriately filled and were therefore not used in the analysis. And all of the 173 questionnaires were used and this represents 94% response rate.

Table 3, depicts the distribution of the responses based on the various ranks sampled. The response rate of 94% was deemed totally there were high response rate & it was adequate for both the analysis and interpretation of the data and hence used in that regard.

4.3. Demographic Characteristics of the Respondents

Descriptive statistics such as frequencies and percentages relating to the Demographic characteristics of respondents were presented in Table 4 below, more than (84.4%) of the respondents were males, and 15.6% of the respondents were females; which is not surprising because most the selected respondents were on managerial positions and most of critical job positions are occupied by males this shows that males dominance in critical job positions, even though, now a days in CBE females have been occupying the top management positions, they still smaller in number this was may be due to the long working hours render the industry problematic for females.

Table 4. Demographic characteristics of the Respondents

Demographic characteristics			Values	Frequency	percentage %
Sex			male	146	84.4%
			female	27	15.6%
			Subtotal	173	100.0%
Education level of employees			high school	0	0.0%
			college diploma	2	1.2%
			university bachelor degree	75	43.4%
			master's degree & above	96	55.5%
			Subtotal	173	100.0%
Positions of employees			operation level management	123	71.1%
			middle level management	47	27.2%
			senior management	3	1.7%
			executive level management	0	0.0%

	Subtotal	173	100.0%
service year of employees	below five years	19	11.0%
	5 -10 years	86	49.7%
	10 - 15 years	45	26.0%
	above 15 years	23	13.3%
	Subtotal	173	100.0%

Source: Fieldwork, 2018.

According to the table 4 above, regards to the level of education, most of the respondents (55.5%) had postgraduate qualifications/they have Master's Degree; due to the fact that respondents were at managerial position/level, middle and top management managers; usually, in addition to their service years a Master's Degree be more qualified for such positions and also University Bachelor's Degree (43.4%) comprised from the total respondents and they were most of employee's who were at the operational level management (OLM) position In CBE. It was defined as most of the respondents in operational level management have at least university degree and it was good in high level of understanding in implementing practicing different HR policies and procedures.

From the points of positions of respondents (71.1%) were employees whose jobs were labeled as operational level management with the role of supervising or team leading roles in CBE and middle level management (27.2%) were from the MLM, and only 1.7% of respondents were from senior level management, and 0.00% of respondent from VP/ executive management. This was due to the current political situation the researcher was unable to reach them busy scheduled; so they have no any contribution for this study.

Regard to the service year of employees; almost half of the respondents (49.7%) had been working in CBE for more than five years (5 -10 years) and a quarter (26.0%)of respondents have been working more than ten years and the rest 13.3% of respondents have been working in CBE for above 15 years in CBE. Only 11.0% had been working for below five years.

In terms of rank, 71.1% were (OLM) at the officer/supervisory level, 27.2% at middle management level and only 1.7% at the top management level Especially Senior Level Management District Managers and Directors (SLM). This depicts that the highest respondents were targeted at where the ERS practically implemented.

4.4. Employees Retention Strategies qualitative analysis based on interview response in Commercial Bank of Ethiopia

Based on the interview responses received from selected respondents in CBE. According to in-depth document analysis and the interview response the result was revealed that there is no special retention strategies applied for CJPH except allowance. Even though, CBE have been implemented different retention strategies & other HR practices with the Frankfurt School of Finance and Management on the development of employee engagement and retention strategy it could not be assessed its effectiveness in retaining its critical employees Thus, the study found that the bank have been doing well in implementation of various human resources practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development system, succession & career management, compensation and reward as a retention strategies.

On the other hand, all the management staffs interviewed generally acknowledged on the possible effects of employee retention strategies, if there are appropriate retention strategies it result in positive effect on employee's level of performance.

The study also found out that, in CBE currently there exists clear and articulated link between the retention strategies and the other HR strategies, to retain critical job position of employee, mostly the bank investing a lot of money on Training, performance development and succession pool, the bank prepares successors.

The selected interviewee responded also positive on the existence of special retention mechanisms in for critical job position holders in CBE this is because of the focus given on succession plan strategies at some critical job position through its human resource policy strategies, the bank delivering succession plan (especially pool 4 and 5) on some critical job position using key performance indicators. Employees selected in pool of succession will prepare for next position. But there are no special retention mechanism provided to the critical job position employees. Based on the interview result of the study on the benefit, reward and compensation including payment (salaries) and other incentives CBE is lag behind from its competitors & it was observed below average. But there are high employee's attachments to CBE higher employees trust on it basically with regard to employee development to knowledge; the bank provides better employees development packages.

The HR practice need to design in accordance with the intention of enhancing employees performance because employees are vital and need to be considered as a back bone for the success of any organization, so if employees are taking cared with provision that will motivates them engaging , and considering them as one of important asset and critical as a success factor of an organization their perform well end this may lead to increase in employees performance intern will also the overall organizational performance will also enhanced. Based on the interview suggested on further to improve the CBE's Employees Retention strategies to increase the performance of employee's that, CBE Continuously and periodically need to analyses job association strategies to be evaluated and design proper strategies that suite to each job families as appropriate, appropriate recognition and reward for performance need to be designed and implement.

As mentioned earlier, the existing benefit or employee retention strategies are not satisfactory and as compared to competitors so there need more and appropriate retention packages to be design and implement in addition to the existing retention mechanisms like: compensation of full medical coverage for employees families, even buying second hand cars, house loan (individual & as a group).

Generally, CBE build good learning and development strategies that will intended to develop self-leaner employees started at the end of fiscal year, 2017/18 and it is promising that there will be a large number of employees gain enough training avail, so that this kind of strategies training and development provision provided to employees gain more knowledge and enhance their performance. As employees gain more skill and knowledge, they build confidence in that and they will be competent in order to perform effectively in their assigned position. Therefore; the bank need to in place appropriate retention strategies in order CBE to enhance and retain its valuable employees especially to those, who are considered as critical to CBE.

4.5. Employees Retention Strategies in Commercial Bank of Ethiopia

According to in-depth document analysis and the interview response as discussed above the result or the study finds out that there were ERS existed in CBE and more or less five key areas have been identified, namely training and career development, compensation, reward/recognition, supervisor employee relationship, employees work-life balance/working environment and employees participation in decision making /communication. Respondents were asked to indicate the extent to

which they agreed to statements relating to the employee retention strategies undertaken by their organization on five Likert scale (1= strongly disagree – 5= strongly agree).

4.5.1. Training and Career Development

Training and career development is one of the most important retention factors. An organization that provides education and training and developing their career accordingly will be more competitive and build the moral of its employees which also enhance productivity and will win the loyalty of its workforce. Career refers to the sequence of behaviors and attitudes that are associated with the series of work and job related activities over the lifetime of an individual. It includes ideas of progression and development both at work and at a personal level. In this way, it embraces ideas about lifelong learning as well as skill development. It is also concerned with people's futures, the skills they want to develop, what they want to achieve at work and as a person as well as their future employability in a rapidly changing labor market (Greenhaus et al, 2009).

Table 5. Training and Career Development Strategies

Statements	Mean	Std. Dev
I feel motivated by the development plans that are offered in CBE.	3.51	.728
There is an opportunities for personal and professional growth in CBE.	3.54	.789
The Bank provides me a platform to develop my career.	3.44	.757
The learning and development (trainings) that offered by CBE has enabling me to Sharpen my skills.	3.61	.678
The training offered in CBE has based on the assessment of gap in my job.	3.27	.834
In CBE Employee Development is seen as a key to success rather than a cost.	3.68	.707
CBE provides me with regular opportunities for career advancement to increase in my performance	3.39	.782
There are a better career & training opportunities in CBE as compared to other similar banks.	3.53	.736
The Bank treats me as its partner in working towards meeting the stated goals	3.42	.747
I received an adequate training for my current job and there is a clear pathway for career development in CBE.	3.38	.749
Average Mean	3.47	

Source: Fieldwork, 2018.

From the Table 5 above, more than half of the respondents were replied agreed that they were motivated by the development plan offered by the CBE which they would be motivated to perform their work in CBE. The mean was found to be 3.5, which was indicating that almost above half proportion of respondents got motivated by the development plan offered by the CBE.

On the other hand, half proportion of the respondents was replied agreed on the presence of opportunity for personal & professional growth in CBE. It is important for organizations when their employees believe that there is an opportunity for personal and professional growth. It will keep them to look forward to the future on their development. This enhances employees to stick with their organization. Therefore, organizations should truly exert their efforts to guide their employees on their advancements in the future; the mean score was 3.5 this was also indicating that more than half proportion of the respondents was agreed by the provision of personal and professional growth offered by the CBE.

With Regards to the banks provision in providing platform for individual employees in their career development most respondents were agreed. The mean score was 3.4, which shows that almost half proportion of the respondents were aware of the opportunities and the banks provision in providing the platform for individual employees in their career development.

According to the table 5 above, respondents were asked about if the Learning & training development offered in CBE if it enabled them to sharpen their skills and more than half proportion of the respondents were replied agreed which means that most of the CBE's employee they were believed that the learning and training offered by the bank enables them to improve their work increase in their level of performance. As Learning and development is one of the most important retention factors, an organization who provide learning and training to its employee become more competitive and productive and also will win the loyalty of its work force. The mean score was 3.6, indicating that the majority the learning and training development programs in CBE had enabled them to sharpen in their skill.

As regard to the Training offered in CBE respondents were asked if it was based on assessments of gaps from individual employee's job. From the table 5 above, almost near to half proportion of the respondents were replied that they were neutral about whether the training offered in CBE was based on gap analysis. the mean score value it was 3.2 which indicates that the training that are offered in

CBE was provided not based on identifying where the training needs/ identify where training required. According to Armstrong (2001) defined training as the systematic development of attitudes; skills and knowledge that an individual requires in order to adequately perform a given task or job. Training also indicates the procedures that are involved in improving the abilities, skills and aptitudes of the employees in order to be able to perform specific jobs. Therefore; based on the mean score 3.2 it was not satisfactory; despite that most of the respondents were replied they were neutral about; yet they were not clear about the training was based gap analysis it need an improvement in this regard.

On the other hand, respondents were asked, if In CBE employee development was seen as a key to success rather than a cost, more than half proportion of respondents were replied they were agreed. Organization always invests in the form of training and development on those workers from whom they expect to return and give output on its investment. The mean score value was 3.7, which showed that the majority of the respondents affirmed that in CBE employee development was seen as a success rather than a cost. As mentioned by, Tomlinson (2002), forwarded the view that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. As also stated Garg&Rastogi (2006), explained that in today's competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. Handy (2008) has mentioned that proper innovation, and assimilation of new knowledge is essential for survival in any work environment. Thus knowledge is the most expensive asset of any firm.

Concerning to whether CBE provides regular opportunists for career advancement to increase in employee's performance nearly half of respondents were replied they were agreed. Research by Meyer et al, (2003) has shown internal career development of employees is often the best predictor of an employee's effective commitment. Prince (2005) argued that talented employees are required for maintaining a competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring. The mean scale was found to be 3.4 indicating that there must be an improvement on the career advancement opportunities to increase employee's performance.

There is better career and training opportunities in CBE as compared to other similar banks, about half of the respondents were replied agreed and the rest of respondents were neutral about whether there was better training and career opportunities in CBE as compared to other similar banks. The mean score was found to be 3.5, which implied that more respondents were affirmed that there was a better training and career opportunity in CBE when it compared with other banks in the country. Promote career mobility: When employees, are not able to advance at work, they immediately start searching for other opportunities. That is why companies are offering more career mobility and training opportunities, which support employees who want to move across different departments or even change their occupation.

Respondents were asked if they were treated as partner in working towards achieving the CBE's stated goals most of the respondents were agreed and some of them were neutral. The mean score was 3.5 which indicated that a moderate proportion of respondents were found to be believed that they be considered as partner in working with the CBE they felt that they had high level of belongingness and attached themselves towards achieving the goal of the bank.

According to table 5 above, despite that most of the respondents reply there is an opportunity for personal and professional growth in CBE, yet they are unclear on the existence of structured career development pathway. CBE shall maintain and clearly communicate the hierarchy of career ladders so that employees look forward to their progress. Employees need to be train in order to accomplish their duties successfully. It increases their level of confidence to perform their responsibilities. In addition, they became clear about what to perform and save times from unnecessary confusions. The mean score was 3.38, which implied that CBE need to work hard put efforts to guide employees in their advancement in the future and provide employees with proper and adequate trainings.

Therefore; from the table 5 above, the overall measurement index for all respondents on the tendency of CBE's to deliver proper training and career development strategies and its effect the performance to critical job position holders is average mean score value of 3.47 which implies that it was moderate effect it needs improvement in this regard.

4.5.2. Compensation, reward/recognition Strategies and Employee Performance

Organization needs to successfully incorporate compensation and reward/ recognition and other benefits into their employee retention efforts that enable them to as one of a retention strategic tool for keeping their workforce.

Table 6. Compensation, Reward/Recognition Descriptive Statistics

Statements	Mean	Std. Dev
I am paid fair internally and comparable to the external market.	2.70	.837
The Non- monetary benefits I received in CBE are better than the other commercial banks in Ethiopia.	2.91	.776
The benefits offered by CBE are appeal to and meet the needs of the various categories of employees.	2.69	.780
In CBE Employees are given positive recognition when they produce high quality work.	2.95	.791
The salary& other benefit packages I am receiving now motivates me to work more years in CBE.	2.61	.796
I earn competitive compensation packages like in other similar banks in similar position.	2.71	.783
My salary payment is fair and reflects my effort.	2.62	.831
The salary, benefits& compensation packages I received in CBE is commensurate with my responsibilities.	2.69	.782
The bank provides me with a more competitive pay and benefit packages.	2.60	.805
In CBE I provided with appreciation and praise-for what I did in perform well in my job.	2.89	.743
Average Mean	2.73	

Source: Fieldwork, 2018

According to the table 6 above, almost half of the respondents were neutral about the CBE's salary payment as fair & competitive to other banks. Moreover, the mean scale was found to be 2.7 signifying that most of the respondents were not satisfied with the CBE's salary payment and they were not believe, that their salary payment is fair and competitive to other banks. This is mainly due to the increasing competitiveness of the banking industry that the averagely other banks pay more than the CBE salary scale adjustments. So CBE need to adjust its employee's salary to be equally as fair or even more that the pay scale of other banks because of the competitive in the banking sector.

Concerning to whether the Non- monetary benefits that employees received in CBE was better than the other commercial banks in Ethiopia, more than half of the respondents were replied neutral. The mean score value was 2.9 which mean that, almost half proportion of the respondents were believed

that there was better compensation packages like non-financial benefit packages were available in CBE than others. On-financial benefits do not involve any direct payments and often arise from the work itself, for example achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high-quality leadership.

On the other hand, more than half of the respondents were replied neutral, that they believed the benefits offered by CBE were appeal to and meet the needs of the various categories of employees with the mean score was 2.69 implying that almost half proportion of the respondents were agreed that the benefits that were offered in CBE were appealing and met the various categories of employees. But it was not satisfactory that employees had to feel equally important to the organization.

With regarded to CBE whether it providing employee's positive recognition when they perform high quality work In CBE, more than half proportion of respondents were replied neutral. The mean score was 2.95 this implied that half proportion of the respondents were agreed on the existence of positive recognition when employees perform quality work; employees have to exert effort in their work that will lead to a certain level of performance that is desirable by management, which will then result to a reward and recognition.

According to table 6 above, about half proportion of respondents were replied neutral about the salary and other benefit packages they were receiving would motivate them to work for more years in CBE. The mean score value was 2.6, implying that the Bank should have to made efforts, a more comprehensive effort at keeping and retaining its valuable employees with competent and great skills.

Concerning to whether employees earn competitive compensation packages like in other similar banks in similar position. More than half proportion of the respondents was replied neutral. The mean score was found to be 2.7 this indicating that half proportion of respondents were not satisfied with the salary and other benefit provision of the bank and they were not sure to stay in CBE for the coming years.

On the other hand, half of the respondents were replied neutral that the salary payment was fair and that would reflects their effort with the mean score value was 2.62 which indicated that majority of the respondents affirmed that they were paid fair and the salary they were paid also reflects their effort. Competitive Compensation is one of a strong factor that influence employees' to stay in their

workplace but it is also essential to keep in mind that even generous compensation alone cannot guarantee organizations to maintain its most valuable employees. Employees are pleased when they compensate relative to the effort they made to do their job. However, regarding to whether CBE salary payment, benefits and compensations as a whole was fair and reflects employees' effort, also half portion of the respondents were replied that they were neutral. Moreover, the mean scale was 2.69, from this we can articulate that half proportion of the respondents were not agreed that their salary payment, benefits and compensations as a whole is fair and reflects their effort which means that almost half of the respondents didn't assumes that their salary payment is fair and reflects their efforts.

Considering to the CBE's provision of a more competitive pay and benefit packages , from table 4.4 Above, almost most of the respondents were neutral about the CBE's salary payment its fairness & if it is competitive to other banks. Moreover, the mean scale was found to be 2.6 signifying that most of the respondents did not believe that their salary payment is fair and competitive to other banks. On the other hand, more than half proportion of respondents were neutral about whether the bank provided employees with appreciation and praise-for what they did in perform well in their job. The mean score value was 2.89 which indicated that there need the bank to further improvement in this regard.

Therefore; based on the table 6 above, the overall measurement index for all respondents on the tendency of CBE's to deliver proper Compensation, reward/recognition Strategies and Employee Performance and its effect the performance to critical job position holders is average mean score value of 2.73 which implies that it was below the moderate /high effect.

4.5.3. Management/supervisor- Employee Relationship and employee performance

Employee's relationship with a supervisor strongly affects the employee's opinion about the organization (Eisenberger and associates, 1990). Supervisor's support is an essential factor to change the worker's propensity to quit and create high involvement in job by establishing strong relationship and free interaction with the supervisor (Mahal, 2012).

Table 7. Management/supervisor- Employee Relationship Descriptive Statistics

Statements	Mean	Std. Dev
The bank communicates me with if there are any updates in the CBE	3.59	.835

regularly.

I am provided with regular & constructive feedback.	3.02	.814
I am satisfied with my boss's supervision style.	2.96	.892
In CBE I feel that I am valued.	2.95	1.002
My boss is helpful in solving my personal problems.	2.98	.879
Job responsibility is clearly defined & I am aware of what is expected from me.	3.54	.781
Appropriate facility (tools & equipment's) are adequately available to do my job.	3.06	.864
There is independence & autonomy in doing my job.	3.08	.810
There is a friendly relationship working environment in CBE.	3.25	.836
Average Mean	3.15	

Source: Fieldwork, 2018.

According to the table 7 above, it was almost half of the respondents were responded agreed that they were communicated whenever there were new updates in CBE. The mean score was found to be 3.59, from this we can articulate that more than half proportion of respondents were well communicated and informed /aware of the changes in all over the banks.

The existence of smooth and constructive conversation between employees and supervisions are important to create a work environment that facilitates Open, responsive and two way communication. It will prevent the domination of one party and enhance transparency so that employees get a room to be informed and get if there were any updates in the Bank.

On the other hand, employees asked whether they were provided with regular and constructive feedback and about half proportion of the respondents were replied that they were neutral. The mean score was 3.02 which indicated that half proportion of the respondents was affirmed that they were provided with regular and constructive feedback. Constructive feedback came from smooth conversation b/n boss & employees. The existence of smooth and constructive conversation between employees and supervisions are important to create a work environment that facilitates Open, responsive and two way communication. It will then create commitment & also prevent the domination of one party so that employees get a room to reflect and discuss with their bosses on different work related affairs.

Concerning to the level of satisfaction with regard to the supervision styles of their bosses, almost most of the respondents were replied they were neutral. The Mean score value was found to be 2.96 indicating that half proportion of employees agreed on their bosses supervision style.

Since the relation of employees and bosses have a crucial impact on employees retention, in CBE employees should be given all the necessary support because employees leave bosses, not jobs. Therefore, the bank shall provide trainings programs to line managers that enhance their leadership skill.

On the other hand, regards to if employees were felt about whether they were valued in CBE, most of the respondents were replied neutral. “Intrinsic” rewards are just as important as material rewards. Employees want to be encouraged and appreciated for outstanding performance and they need to felt they were valued in CBE. Most of respondents confirmed that their bosses’ are recognized and appreciate a well done job which in turn indicated that employees they were feel valued by the Bank. The Mean scale was 2.95, indicate that have moderate effect, which designate that most of the respondents reply that they didn’t feel that they were valued by the bank which was came from what they were treated by their immediate supervisor resulted that they felt that they were not valued by the bank. They need to be treated by their boss and need to give value for their opinion and their effort by their bosses in recognizing and appreciating for a well done job. Employees should be recognized and appreciated for a splendid job. These have a significant impact on their desire to achieve a superior performance which helps in developing the feelings of belongingness for the bank. When employees are encouraged for good job they will be motivated to gain even a better result than before. Supervisor’s support is an essential factor to change the worker’s propensity to quit and create high involvement in job by establishing strong relationship and free interaction with the supervisor (Mahal, 2012).

Concerning to whether the bosses were helpful/supportive in solving employee’s problem, most of respondents were replied they were neutral. The mean scale was found to be 2.98, indicating that bosses are less cooperative in understanding and helping employees to solving their personal problems.

Bosses should able understand and read their employees as their own so that they can easily figure out what went wrong. But if bosses couldn’t able define the employees’ situation, the work will not complete well and at last it affects the entire service.

On the other hand, respondents were asked if jobs were clearly defined & if they were aware of what would expected from them, half of respondents were responded they were neutral, some of the respondents were also agreed. As indicated in the table 4.5 above, The Mean scale was found to be

3.54, which indicated that it has a moderate effect, even though, more respondents were aware of their responsibilities and the thing that was expected of them it can be infer that most of employees are not satisfactory clear about their job responsibilities & they were less aware about what is expected from them.

It was important to aware employees what is exactly expected from them so that they will be clear about what to perform. An employee who is clear about what he/she perform done their job with a great level of accuracy, effectively and efficiently.

As indicated in table 7 above, regarding the availability of appropriate facilities (tools & equipment's) on performing various tasks, more of the respondents were neutral. The mean scale was 3.06, it point out that there is inadequate availability of tools and equipment's in CBE. If CBE will not be able to provide employees with the necessary equipment consequently, employees are forced to confront difficulties not to perform their job well which in the end will affect their performance.

Concerning independence& autonomy in doing their job, almost half of the respondents were replied & they have been evidenced that there was independency & autonomy in doing a job in CBE. The mean scale was 3.08; we can be deduce that there is a room for independency and autonomy in doing a job but it is not satisfactory and seeks an improvement.

On the other hand, whether there is existed a friendly relationship working environment in CBE, about half of respondents were replied neutral. The mean score value was 3.25 which implied that there must be need to make an improvement in this regard, Because the relationship between employees and their bosses in order to create a good working environment have an important impact on employees' retention. The findings show that the overall employee relationship in CBE needs further improvements. It is obvious that the existence of a good relationship between employees and their bosses make the work environment more productive. It has a great deal for employees' retention on the bank. Bosses are supposed to be role models and motivators for their subordinates in creating supportive and better working environment so as gain better achievements. Bosses should have a quality of understanding their subordinates create a better working environment through friendly relationship.

Therefore; from the table 7 above, the overall measurement index for all respondents on the tendency of CBE's to deliver Management/supervisor- Employee Relationship and its effect the

performance to critical job position holders is average mean score value of 3.15 which implies that it had a moderate effect.

4.5.4. Employee work life balance /Flexible Work Environment

The concept of “work-life balance” recognizes that employees have important family and extraprofessional obligations that compete with their professional commitments; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home. A flexible work environment strategy is defined as the methods in which employees are able to conduct their work away from the traditional weekly work schedule or outside the normal work environment (De, Nisi & Griffin 2008).

Table 8. Employee work life balance /Flexible Work Environment Descriptive Statistics

statements	Mean	Std. Dev.
My work environment allows me to achieve the organizational needs.	2.96	.892
CBE allow and promote flexible work schedules.	2.31	.879
CBE Provides me with appropriate work life balance, where appropriate.	2.36	.828
I easily can get off my duty for ‘home crisis’ like illness/ family crisis.	2.71	.881
CBE provides/helps me in creating suitable and supportive environment.	2.53	.825
The bank gives me more choice about the time and location of my work.	2.24	.835
In CBE my work life balance is well with my family life.	2.22	.855
Job sharing is used to enable employees have more time with their families.	2.51	.880
My work arrangement enables me to have healthier work and life balance for the required number of hours.	2.43	.741
Compressed work weeks can improve the quality of job performance	2.51	.775
Average Mean	2.47	

Source: Fieldwork, 2018

According to table 8 above, with regards to the work environment some of the respondents were replied neutral that the work environment allows them to achieve the organizational needs and some were responded they were disagreed and only small portion of the respondents were agreed. The mean score value was 2.96 which indicating that almost half proportion of respondents were

affirmed that the work environment allows them to achieve the organizational needs and the rest half proportion also were not satisfied by the working environment in CBE. Therefore; CBE need to make genuine efforts to improve on employees work environment which allows them in achieving their proper work. According to Miller, Erickson & Yust (2001) employees get benefited by work environment that provide sense of belonging. Wells & Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Ramlall (2003) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work environment.

Concerning how CBE's allow and promote flexible work schedules, from the table 4.6 above, more than half proportion of the respondents were replied that they were disagreed. The mean score value was found to be 2.3 which implied it was more unsatisfactory that in CBE needs greater efforts to incorporate as a retention strategies that promote flex-work environment provided for employees in order to improve their efficiency in their overall performance.

On the other hand, regard to the whether the bank provides employee work-life balance when appropriate, more than half of the respondents were replied disagreed regard to work life balance. Work-life balance is increasingly important for engagement and affects retention. The Mean score value was found to be 2.36 which also deduced as; employees were not satisfied with the CBE's work-life balance. In a study conducted by the Australian Tele-work Advisory Committee (2006) it was found that 70% of businesses that incorporated Tele-work options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation.

Regard to whether employees could easily can get off their duties for 'home crisis' like illness/ family crisis, almost half of the respondents were replied disagreed. The mean score value was 2.7 which implied that employees need to give time when they face with home crisis like illness in CBE even if there was such provision based on mutual understanding between employees and their immediate supervisors but it need to be taken in to consideration that employees while they have given such benefits they concentrate on their duties work /job without problem this intern help them to be effective in their work.

Concerning CBE provides/helps employees in creating suitable and supportive environment, more than half proportion of employees were replied disagreed. The mean score value was found to be 2.5, which implied that employees need a comfortable place to work which help them to be more concentrated in performing their duties without any interruption due to improper working environment so the bank should create a proper working climate which support employees. Although learning and growing opportunities seems to be significant for the employee retention (Arnold, 2005), an organization needs to develop a supportive learning and challenging work environment. It generally relates with the climate where employees can learn and perform. Particularly, support and aspiration at work, stress of work, degree of empowerment and the responsibility that workers acknowledge, alternatives in the job tasks and development, stipulation of challenging and significantly meaningful work and developmental opportunities, are the other concepts that describes the term working environment (Natalie et al., 2011).

Concerning to whether the CBE provides employee with more choice about the time and location of their work, more than half proportion of the respondents were replied they are disagreed. The mean score value was found to be 2.24 it indicated that more proportion of employees were not satisfied and employees were not given any choice about the time and location of their work. A flexible work environment is one which enables an employee and an employer to make changes to when, where and how one will work to meet the organizational and personal needs in a better way. Flexibility enables employees to be able to control when, where and how much time they spend working. Therefore, CBE need genuinely work hard to use of flexible work environment strategies has a positive impact on the work life balance as well as the overall satisfaction of the employee. It can bring Benefits such as better employee performance, increased organizational commitment, low employee turnover and absenteeism are all as a result of having good flexible working environment strategies (Shagvaliyeva and Yazdanifard, 2014). According to Dessler (2012), there are various types of flexible work environment strategies which include reduced hours schedule, job sharing and compressed work weeks.

On the other hand, whether in CBE employees work life balance was well in line with their family life, more than half proportion of the respondents were replied that they were disagreed. The mean score value was found to be 2.22 which implied that most of the respondents assure that there was imbalance of work-life and home life in CBE.

Most organizations have found that employees who job share are very appreciative of the opportunity offered to them and therefore as a result they are able to work harder. Job sharing often

results in more participation, improved performance appraisals and volunteerism from employees. In today's workforce, most people suffer from work overload and as a result there is burnout and therefore job sharing comes in as a solution to enable employees juggle their family and work life (Crampton, Douglas, Hodge and Mishra, 2003).

From the table 4.6 above, regarding whether Job sharing was used to enable employees to have more time with their families. Almost about half proportions of the respondents were replied disagreed. The mean score value was found to be 2.5 which implied that almost half of the respondents were not agree that in CBE there was job sharing culture that enabling employees to spend have more time with their families.

The retention of valued employees is a key aspect of job sharing because it keeps workers seeking reduced hours such as parents who are on full time employment from contemplating to quit the company in order to get time off. In addition, it can also greatly reduce the turnover of employees which is especially important in key positions and is also expensive (Dessler, 2012).

On the other hand, from the table 4.6 above, with regards to whether employees work arrangement enables them to have healthier work and life balance for the required number of hours, about more than half proportion of the respondents were replied they were disagreed. The mean score value was 2.43 which can be deduced as CBE most of the respondents were not satisfied with the work arrangement in CBE because the assumed that it hindered them not to have heathers work & life balance for the required number of hours .

With regarding to whether compressed work weeks could improve the quality of job performance, more than half proportion of respondents was replied that they were disagreed. The mean score was found to be 2.5 which indicated that in CBE there need genuinely to make efforts with regard to compressed workweek schedule, because as mentioned by to Ronen (1984), compressed workweek schedules can affect job attitudes by enhancing or facilitating production. Specifically, it increases in responsibility, autonomy and job knowledge resulting from implementing the schedule may be associated with more positive attitudes toward the job itself.

Compressed work week According to DeNisi and Griffin (2008), a compressed work week is defined as an arrangement whereby an employee works for the required number of hours but can do so in less than five days. Under the compressed work week, there is an increase in the number of hours worked per day and a decrease in the number of days in the work week. Compressed work weeks offers some advantages which include: commuting to work can be significantly reduced,

operating hours can be extended, and savings on capital and space and also the quality of employee's lives also improves (Hung, 1995).

Therefore; based on the table 8 above, the overall measurement index for all respondents on the tendency of CBE's to deliver proper Work life & home life balance /working environment its effect the performance to critical job position holders is average mean score value of 2.47 which implies that it was below the high/moderate effect. Concerning Work life & home life balance in CBE, most of the respondents disagreed on the balance of work life & home life. Moreover, the mean scale was 2.31 which is close to "Disagree" from this we can understand by that most of the respondents react there is imbalance between work life & home life in CBE.

4.5.5. Employee Participation in Decision- Making /Communication

Hewitt (2002) [40] has mentioned that modern businesses always keeps its employees well informed about all the important affairs of its business and involves them in decision-making at all levels which can exploit the talents of its employees. Supporting the view Noah (2008) [41] found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship

Table 9. Employee Participation in Decision- Making /Communication
Descriptive Statistics

Statements	Mean	Std. Dev
There is effective information sharing & communication culture.	3.77	.763
In CBE there are different mechanisms to communicate &I have chance to participate in decision-making.	3.86	.986
CBE's work environment is characterized by work cohesion, teamwork trust and collaboration.	3.49	.782
I am communicated with the most crucial business strategies initiatives in CBE in my position.	3.76	.869
There is independence & autonomy in doing my job.	3.07	.818
In CBE's HRM policies, programs, and procedures strategies are communicated fully and effectively to reach.	3.72	.865
There is always a place for me to involve in decision-making process in major strategic issues in CBE.	3.10	.874
In CBE There is an easy & open to discuss the various issues with face to face.	3.23	.916
I am always well informed about all the important affairs of the business.	3.46	.859

In CBE there are a Clear & direct information about my job's outcomes or performance.	3.58	.786
Average Mean	3.5	

Source: Fieldwork, 2018

According to table 9 above, more than half proportion of respondents was replied agreed that they believed there was effective information sharing & communication culture in CBE. The mean score value was found to be 3.77 which implied that most of the respondents were satisfied with the effective information sharing and communication culture of CBE & generally there were strong information sharing and communication system. Using the recent development of CBE's portal, outlook, Giome, unique various memos, letters, directives, and vacancy announcements etc. appears faster than ever in all head office and branches offices and communicated on time.

Sharing of information may have a dual effect: Firstly, it conveys employees the right meaning that the company trusts them. Secondly, in order to make informed decision, employees should have access to critical information. Communicating performance data on a routine basis throughout the year help employees to improve and develop. Employees presumably want to be good at their jobs, but if they never receive any performance feedback, they may perceive to have a satisfactory performance when in fact they do not (Chow et al., 1999). Furthermore, information sharing fosters organizational transparency which reduces turnover (Ahmad and Schroeder, 2003) and forges synergistic working relationship among employees (Nonaka, 1994). Information sharing is not a widespread HR practice as someone might have expected it to be.

From the table 9 above, respondents were In CBE there are different mechanisms to communicate & have chance to participate in decision-making, more of the respondents were replied agreed and some others respondents were strongly agreed and the mean score was 3.86 which indicated that the majority of the respondents were affirmed that in CBE there are different communication mechanism and better employee participation in decision making. Having money communication channels in an organization the best interest of both the employee and the organization to impart knowledge about the company quickly and effectively to integrate the new employee into the workforce

Concerning to the work environment, majority of respondents were replied that they were neutral about the CBE's work environment whether it characterized by work cohesion, teamwork trust and collaboration and more portion of the respondents were agreed. Moreover, the mean score was found

to be 3.49 which indicating that most of the employees acknowledged that there is a team work, trust and collaboration in the work environment. A working environment that is organized and coordinated enables employees to carry out their duties effectively and efficiently. Since bank is a service giving organization most of the work is done through team work. Teams supposed to done their jobs in a good coordination for better achievement of results and trust is a key for the success of teamwork. In this regard, CBE attributes a working environment that is organized with a good team work and coordination.

On the other hand, with regard to the CBE's in sharing crucial business strategies information and communication, almost half proportion of respondents were replied that they were agreed that they were communicated with the most crucial business strategies initiatives in CBE in their position. The mean score was 3.76 this can be articulated that most of the respondents were agreed on the CBE's information sharing culture, especially with crucial business strategies information and communication which can help as initiatives employees in their position.

Many companies are vulnerable to share critical information with their employees because in this way employees become more powerful and companies may lose control of them (Pfeffer, 1998). Furthermore, information sharing always involves the danger of leaking important information to competitors (Ronde, 2001). In a study of Japanese consultation committees, Morishima (1991) found a positive association of information sharing with productivity and profitability, and a negative one with labor cost.

Regarding there is independence & autonomy in doing my job, almost half of the respondents were replied neutral that they were evidenced that there was independency & autonomy in doing a job in CB. The mean score value was found to be 3.07, it can be deduced that half proportion of the respondents were believed that there an independency and autonomy in doing a job but it is not satisfactory and seeks an improvement.

On the other hand, about half percent respondents replied agreed that In CBE's different HRM policies, programs, and procedures strategies were communicated fully and effectively to reach them. The mean score was found to be 3.72, which implied that most of the respondents were agreed that HRM policies, programs, and procedures strategies were communicated fully and effectively to reach them. Communicating different RH policies, programs, and procedures strategies in an appropriate manner will help employees to improve and develop their knowledge about the strategic

issue and overall the CBE's direction. Furthermore, information sharing fosters organizational transparency which reduces turnover (Ahmad and Schroeder, 2003) and forges synergistic working relationship among employees (Nonaka, 1994).

From the table 9 above, with regarding whether there was a place for employees to involve in decision-making process in major strategic issues in CBE, the majority of respondents were replied neutral. The mean score value was found to be 3.10 which implied that half proportion of respondents were affirmed that there was a place for employees to involve in decision-making process in major strategic issues in CBE.

On the other hand, the majority of the respondents were neutral that about the existence of easy and open discussion on various issues openly. The mean score value was 3.23, which implied that moderate proportion of employees were affirmed that the can be easily participated and a part of an open discussion on various decision issues in CBE.

With regard to whether employees are always well informed about all the important affairs of the business, most of respondents were replied that they were neutral and some were responded they were agreed. The mean score was 3.46, which also shows that more than half proportion of respondents they were affirmed that in CBE employees always well informed about all the important affairs of the business. Sharing of information may have a dual effect: Firstly, it conveys employees the right meaning that the company trusts them. Secondly, in order to make informed decision, employees should have access to critical information.

Concerning In CBE there is a Clear & direct information about employee's job outcomes or performance, the majority of the respondents was replied agreed and more of the respondents also responded neutral. The mean score was found to be 3.58 which implied that more than half proportion of the respondents were agreed on the existence of clear and direct information feedbacks especial on employee's performance.

Therefore; based on the table 9 above, the overall measurement index for all respondents on the tendency of CBE's to deliver proper employees Participation in decision-making/communication and its effect the performance to critical job position holders is average mean score value of 3.5 which implies that it was slightly above the moderate effect.

4.5.6. Employee Performance

In order to improve organizational performance, employers need to come up with strategies that focus on maximum optimization of individual performance. This is because the cornerstone of increased organizational performance is as a result of individual employees (Irum, Ahmed and Mehmood, 2012). The level of an employee's effort and activities can be greatly influenced to increase the performance of an organization by providing access to important resources, empowering employees, increasing their knowledge and skills, boosting employee's morale and also changing their perceptions and attitudes (Kassahun, 2007). Therefore employee performance is considered to be an important building block of any organization and must be critically analyzed. It also has a strong link to the strategic goals of an organization and is a major multidimensional construct aimed to achieve results (Abbas and Yaqoob, 2009).

Table 10. Employee performance level Measurement Descriptive Statistics

Statements	Mean	Std. Dev
In CBE there is an opportunity for me for continuously training & learning and trying to improve myself.	3.43	.658
In CBE there are opportunities for promotion of an employee's achievements & motivate better performance & career advancement.	3.21	.764
The CBE's compensation strategy increases my effectiveness in my work.	2.90	.744
I find myself more motivated by the CBE's benefit packages to put more effort in my performance.	2.74	.767
Performance incentives are clearly linked to standards and goals & The incentives are meaningful	3.01	.762
My Boss/supervisor recognizes and values my ideas, suggestions and opinions.	3.03	.766
My supervisor creates a motivating and supportive work climate & he is honest and fair in my performance review	3.08	.719
I am able to balance my family and work life which helped me to concentrate in my work to perform effectively.	2.73	.875
My work environment enables me to perform better.	2.91	.884
There are different means of Communication across CBE which also enables me smoothly to perform my work.	3.72	.757
I am involved in important decisions that may affect my performance and work related issues.	3.16	.788
Average Mean	3.08	

Source: Fieldwork, 2018

According to the table 10 above, with regards to whether there is opportunity for employees for continuously training & learning and trying to improve themselves, almost half proportion of the respondents were replied neutral, and more respondents also replied that they were agreed. The mean was 3.43, it can be deduced that more than half proportion of employees were agreed.

Employees need continuously to be train in order to accomplish their duties successfully. It increases their level of confidence to perform their responsibilities. In addition, they became clear about what to perform and save times from unnecessary confusions.

On the other hand, with regard to opportunities for promotion of an employee's achievements & motivate better performance& career advancement in CBE, more than half proportion of respondents were replied neutral about. The mean was found to be 3.21 this was indicted that almost half proportion of respondents have a moderate felling about the opportunities for promotion of an employee's achievements & motivate better performance & career advancement in CBE.

It is true that employees are more likely to stay when there is a predictable opportunities of work environment and vice versa. In organizations where there is a high level of inefficiency there is also a high level of staff turnover. Therefore, in situations where organizations unpredictable opportunities for promotion and career advancement employees are not stable and they tend to leave and look for other organizations because with stable organizations they would be able to predict their career advancement.

With regarding to whether the compensation strategy provided in CBE increases employees effectiveness in their work, about half proportion of respondents were replied neutral. The mean score was 2.9, which implied that almost half of the respondents were affirmed that there was a moderately responded that compensation strategy provided in CBE increases employees effectiveness in their work.

Compensation strategies which are provided by organization need to have a positive effect on employee's effectiveness. Because compensation is one of a strong factor that influence employees' to stay in their workplace but it is also essential to keep in mind that even generous compensation alone cannot guarantee organizations to maintain its most valuable employees. Employees are pleased when they compensate relative to the effort they made to do their jobs.

From the table 10 above, with regard to whether employees are, almost half of the respondents of respondents were neutral and more of the respondents were also disagreed. The mean score was 2.74

which implied that employees are likely have less feeling of motivation by the CBE's benefit packages to put more effort in their performance

Employees are pleased when they compensate relative to the effort they made to do their jobs. Companies that successfully incorporate compensation and benefits into their retention efforts enable them to use compensation as one of a tool for keeping their workforce.

According to the table 4.8 above, Concerning to whether the Performance incentives are clearly linked to standards and goals & the incentives are meaningful or employees, more than half proportion of employees were replied neutral. The mean score was 3.01 it indicating that half portion of the respondents were affirmed that they were neutral about if Performance incentives are clearly linked to standards and goals & the incentives are meaningful or employees.

On the other hand regards to whether there is a recognition and values given to employee's ideas, suggestions and opinions by their bosses/supervisors, more than half proportion of respondents were replied neutral. The mean scale was found to be 3.03, indicating that bosses are not well cooperative in recognizing and giving values to employees ideas, suggestions and opinions.

Regarding to supervisor whether that creates a motivating and supportive work climate & if bosses are honest and fair in employee's performance review, more than half proportion of the respondents were replied they were neutral. The mean score value was 3.08 which indicating that there was unsatisfactory feelings that supervisors in creating a motivating and supportive work climate and honest and fair with employees in CBE.

On the other hand, on the ability of employees to balance their family and work life that would helped them to concentrate in their work to perform effectively, more respondents were replied they were disagreed, and a small proportion of the respondents were agreed. The mean score was found to be 2.73 which implied that most respondents were not satisfied with the CBE's work life balance it was less helping in order to perform their work properly. A management system that is willing to accept the opinion of employees for better execution of job is important to trigger employees to refined and discover the best way of doing their jobs. Eventually it will help to create a work environment where employees' without restraint express their ideas for better accomplishment of jobs and such trend is observed in CBE.

Concerning to employees work environment, more of the respondents were neutral, some portion of the respondents were disagreed. The mean score was found to be 2.91 which showed that, almost

half proportion of the respondents were neutral about whether the working environment in CBE enables them to perform better job. A working environment that is organized and coordinated enables employees to carry out their duties effectively and efficiently. Since bank is a service giving organization most of the work is done through team work. Teams supposed to done their jobs in a good coordination for better achievement of results and trust is a key for the success of teamwork. In this regard, CBE attributes a working environment that is organized with a good team work and coordination.

On the other hand, With regard to the presence different means of Communication across CBE which also enables employees smoothly to perform their work, about half proportion of respondents they replied they were agreed, and some were neutral about the presence of different means of Communication across CBE which also enables employees smoothly to perform their work. The mean score value was 3.72 which implied, more respondents were satisfied with the presence of different means of Communication across CBE which also enables employees smoothly to perform their work. Organizations with strong communication systems enjoyed lower turnover of employees. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand issues that affect their working atmosphere. But in the absence of openness in sharing information, the chances of continuity of employee's effectiveness in their work are minimal.

According to the table 4.8 above, with regard to the involvement of employees in important decisions that might affect their performance and work related issues, about half proportion of the respondents were neutral. The mean score value was 3.16, implied that half proportion of the respondent were affirmed that in CBE there is an involvement of employees in important decisions that might affect their performance and work related issues.

In order to improve organizational performance, employers need to come up with strategies that focus on maximum optimization of individual performance. The level of an employee's effort and activities can be greatly influenced to increase the performance of an organization by providing access to important resources, empowering employees, increasing their knowledge and skills, boosting employee's morale and also changing their perceptions and attitudes (Kassahun, 2007)..

Therefore; based on the table 10 above, the overall measurement index for all respondents on the tendency of CBE's to the effects of retention strategies on Employee Performance to critical job

position holders is average mean score value of 3.08 which implies that it was moderate effect on employees performance. Therefore employee performance is considered to be an important building block of any organization and must be critically analyzed. It also has a strong link to the strategic goals of an organization and is a major multidimensional construct aimed to achieve results (Abbas and Yaqoob, 2009)

4.6. Correlation and regression analysis

In this section Pearson's Product Moment Correlation Coefficient and multiple regressions analysis was computed. With the help of these statistical tools, conclusions are drawn with regard to the sample and decisions are made with respect to the research questions.

4.6.1. Pearson's Product Moment Correlation Coefficient

Pearson's Product Moment Correlation Coefficient was used to determine the relationship between employee retention strategies (training, career/reward, compensation, reward/recognition, supervisor employee relation, work-life balance /work environment and employee participation in decision-making/communication) design with employee performance.

Table 11. The Correlation between employee retention strategies and employees 'performance

Variables	EPT
TCDT (training & career development total)	.427**
CRRT (compensation, reward/recognition total)	.238**
SERT(supervisor employee relationship total)	.473**
WLBWET (work-life balance/working environment total)	.428**
EPDT (employee participation in decision making total)	.544**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork, 2018

The results in table 11 above, indicate that, there is positive and significant relationship between ERSs and employee performance ($r = 0.238$ to 0.544 , $p < 0.01$), therefore, as it is cited on (Alwadael, 2010) r value indicates from medium to weak association between employee retention strategies and employees' performance.

The correlation of retention strategies and employee performance shows positive and significant relationship since the r value 0.238 to 0.544, $P < 0.01$. Therefore, employee retention strategies have also association with employee performances.

4.6.2. Regression Analysis

In regression, we have two types of variables; one variable defined as independent, which is the cause of the behavior of another one defined as dependent variable. Since the correlation result provides only the direction and significance of relationship between variables. Multiple regression analysis was employed to examine the effect of employee retention strategies on employee performance. So, the regressions of both variables are listed below:

- The dependent variable is Employee's Performance (EPT)
- The independent variable is employee retention strategies (training, career/reward, compensation, reward/recognition, supervisor employee relation, work-life balance /work environment and employee participation in decision-making/communication)

All the assumption required for reliability and validity of the regression analysis has been checked out such as normality, multi-colinearity and homo-scedasticity. The data fulfills all these requirements according to the test results. Therefore, the multiple regressions is analyzed and presented as follows: In order to determine how ERS explains employee performance and how each variable explains employee performance multiple regressions was used.

Table 12. Regress employee performance on ERS.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 ^a	.445	.429	3.96252
a. Predictors: (Constant), EPDMT, WLBT, CRRT, SERT, TCDT				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2103.856	5	420.771	26.798	.000 ^b
	Residual	2622.167	167	15.702		
	Total	4726.023	172			

a. Dependent Variable: EPT

b. Predictors: (Constant), EPDMT, WLBT, CRRT, SERT, TCDT

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.727	2.332		3.741	.000
	TCDT	.048	.073	.051	.664	.507
	CRRT	.020	.054	.024	.372	.710
	SERT	.179	.073	.186	2.454	.015
	WLBT	.207	.055	.250	3.777	.000
	EPDMT	.364	.059	.409	6.160	.000

a. Dependent Variable: EPT

As it is indicated in the above table, correlation between ERS and employee performance is given by 0.667. Additionally, R square and adjusted R square value of the multiple regressions is given by 0.445 and 0.429, respectively. This is interpreted as 44.5% of variance in employee performance is explained by employee retention strategies, while 45.5% of variation in employee performance can be attributed to other variables which are not considered in this study. If another factor is presented, it would further explain 42.9% as shown by the Adjusted R square. The F-statistic of 26.798 at 5 and 167 degrees of freedom is statistically significant at 95% confidence level; which implies the variation in employee performance that is explained by employee retention strategies expressed by R square is statistically significant. However, out of employee retention strategies training& career development and compensation, reward/ recognition has shown from coefficients table above, it is less significant.

Further, the Beta-value of every variable in the coefficient table such as employee relation, work-life balance /work environment and employee participation in decision-making/communication a value of .179, .207, and .364 respectively indicate that one unit increase in qualities (degree) of retention strategy accounts for increase in employee's performance.

Therefore, this study finding asserts that CBE employee retention strategies specifically to high position employees should consider these three important dimensions so as to increase employee's performance. The employee's retention strategy includes employee relation, work-life balance /work environment and employee participation in decision-making/communication. However, the result

shows moderate concern is given to those important dimensions by CBE's employee retention strategies. Therefore, it is advisable to give a special consideration when implement retention strategies so as to make employee's motivated, committed, productive, and well performers.

CHAPTER FIVE

5. SUMMARY FINDINGS, CONCLUSIONS ANDRECOMMENDATIONS

5.1. Summary of the Finding

Employee retention strategies entail a set of programmes designed by organizations to encourage competent employees to remain in an organization in order to ensure continuous organizational success. It is therefore imperative for organizations to institute appropriate retention strategies to retain adroit employees because employee are the means and sources for the success of any organization.

The main purpose of this study was to empirically determine the effects of employee retention strategies on the performance of critical job position in CBE. To achieve this, five specific objectives were set, these were; to identify the practices of employee retention strategies in CBE, to identify the level of employee performance measurement at critical job positions in CBE, to examine the relationship between employee retention strategies and level of employee's performance in CBE, and finally, To determine the effect of employee retention strategies on the performance of critical job positions in CBE.

The study adopted an explanatory research design. Data for the study was collected through interviews and survey questionnaires. The target population for this study consists of the four job position categories, namely, Executive Management (EM), Senior Management (SM), Middle Level Management (MLM) and Operational Level Management (OLM) in CBE, this was because of their considerable contribution to the success of the Bank and their leadership, managerial, professional skills, experience in the Bank. The total population of 345 was targeted for this study and using a stratified random sample 184 respondents was sampled for the survey. Both primary and secondary data was collected using questionnaires. Secondary data was conducted with the aim of assessing the existing employee retention practices in CBE using document analysis; recorded HR documents were analyzed; on the other hand Primary data was collected using interview questions and survey questionnaires. The questionnaire was developed and organized on the basis of the research objectives to ensure relevance to the research problem. The distribution of the questionnaires was scheduled for two week. The study employed the use of statistical frequencies like percentages to analyze the various differences in population demographics. Means and standard deviations were used in the study to determine the strength of various employee retention strategies used by the

organization as well as measure the difference in terms of responses given by the population. Correlation analysis was used to determine the strength of the relationship of the study variables. However, out of employee retention strategies variables used in this study; training & career development and compensation, reward/ recognition has found to be less significance as shown from coefficients table above, it is less significant this may lead to further study.

Although, CBE have been working with Frankfurt School of Finance and Management on the development of employee engagement and retention strategy. From the study it is found that the bank have been doing well in implementation of various human resources practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development system, succession & career management, compensation and reward as a retention strategies. Retention of key employees is critical to the long-term health and success of any organization. However, HR management performed as main activities; CBE has not assessed the human resource retention strategies whether it achieves the goal or not with regard to the critical job position to retain its best, experienced and competent employees and evidently the study also found out that from the interviews conducted among middle level & operational level management that employee retention strategies are available in the selected job position in CBE. However, it was generally found to be ineffective in retaining competent employees due to challenges faced by management in implementing appropriate retention strategies for those selected critical position they can be easily poached by other private commercial banks that provides a better benefit and compensations packages. Retention strategies was therefore poor in these critical job position levels because most of the middle level managers were prepared to leave for better offers elsewhere due to the ineffective employee retention strategies provided in CBE.

Finally the study indicate that, there is positive and significant relationship between ERSs and employee performance, the study analysis of the data showed that the strategy that had the most impact on employees' performance based on the finding the employee's retention strategy includes employee relation, work-life balance /work environment and employee participation in decision-making/communication. However, the result shows moderate concern is given to those important dimensions by CBE's employee retention strategies. Therefore, it is advisable to give a special consideration when implement retention strategies so as to make employee's motivated, committed, productive, and well performers.

5.2. Conclusion

The study sought to examine the effect of employee retention strategies on the performance of critical job position holders in commercial bank of Ethiopia. This was accomplished by using six variables including the dependent variable (employee performance) and the rest five independent variables of retention strategies which are developed based on the literature, namely, training and career development, compensation, reward /recognition, supervisor-employee relation, work life - balance/working environment and employee participation indecision-making/communication strategies. Each of these variables are measured using a composite of several items, and finally the last dependent variable (employee performance) is measured by compositing items from each ERS variables& at least more than two items from each variables are included to measure employee performance. And finally the overall retention strategies and their effect on performance was analyzed using descriptive statistics by the mean composite score of each variable, Correlation analysis was used to determine the strength of the relationship of the study variables, and the major findings of the study are summarized here below:

- One of the best ways to increase retention is to enrich employees with the education and tools required to thrive in organization. Companies will continue to innovate their training in order to provide a better and more immersive experience to employees, employees cite limited opportunities to learn new skills as the top reason why they are bored in their current roles and looking for a change. Training and career development opportunities can help companies not only with retention, but also with developing their next generation of leaders. Therefore; the overall measurement index of all respondents on the tendency of CBE's to deliver proper training and career development strategies and its effect on the performance to critical job position holders is average mean score value of 3.47 which implies that the training and career development strategies in CBE are found to be marginally above moderate level. As from the study it is found that, in CBE there have been a lot of changes with regard to training and development in implementing it successfully, especially from year, 2014 G.C onwards, after the redesigning and implementation of its HR strategies with Frankfurt School of Finance and Management on the development retention strategies. However, the study shows that training and career development is not far from moderate level, this may have happened due to lack of evaluating its success in terms of retaining its valuable

employees and less attention may be given by the managements. Therefore; providing ample training and development opportunities can encourage employees by keeping them satisfied and well-positioned for future growth opportunities. In fact, dissatisfaction with potential career development is often feeling inclined to look elsewhere. If employees have to be given opportunities to continually update their skills. Those who receive more training are less likely to quit than those who receive little or no training.

- The study finds that, the overall measurement index for all respondents on the tendency of CBE's to deliver proper Compensation, reward/recognition Strategies and its effect the performance to critical job position holders is average mean score value of 2.73; which means that, it was below the moderate which means that most of employees are not satisfied with the banks compensation, reward/recognition strategies. But in addition to financial benefit, the importance of non-financial rewards shall be recognized in CBE. Intrinsic rewards are just as important as material rewards. The culture of employees' recognition and appreciation for outstanding job must be maintained. Employees should be appreciated for a well done job, they can be acknowledged by recognizing them as employee of month, quarter, year, etc.
- An employee's relationship with his/her immediately ranking supervisor or manager is equally important to keep & to make an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people. Managers need to reinforce employee productivity and open communication, provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to prepare managers and supervisors to lead and develop effective relationships with their subordinates. To encourage supervisors to focus on retention among their teams, organizations can incorporate retention metric into their organization's evaluation. the overall measurement index of all respondents on the tendency of CBE's Management/supervisor-Employee Relationship and its effect the performance to critical job position holders is average mean score value of 3.15 which implies that it have a moderate effect. Management should work towards maintaining smooth working relationship between supervisors and employees. The existence of quality leadership has a significant impact for employees' retention and it helps to create a favorable work environment. This will enhance employees to be more committed and engaged to the bank.

Therefore, CBE should give all the necessary considerations on the quality of leadership and management.

- The study found out that on the tendency of CBE's to deliver proper Work-life balance /working environment its effect on the performance is average mean score value of 2.47 which implies that, most of the respondents are not satisfied. Moreover, the mean scale which is close to "Disagree" from this we can understand that most of the respondents react there is imbalance between work life balance and working environment in CBE. Having in place a good work life balance will act as a good strategy to improve employees' performance. So, the bank needs to create a working environment in which work processes and facilities enable rewarding jobs and roles to be designed and developed, because the study found that there is imbalance between work and home life in CBE & the concept of "work-life balance" should be recognized in CBE, that employees have important family and extraprofessional obligations that compete with their professional commitments. Therefore, in CBE a good channel of communications shall be maintain which employees feel comfortable in asking for time off to deal with pressing family matters which in turn contribute to greater employee commitment and productivity in the long run.
- The existence of strong information sharing and communication system is important for any organization. Employees may come up with alternative ideas to decisions. In the job matter or organization wise, especially in decision like; strategies issue & critical employee's their involvement has plays a great role, it increases their loyalty and feeling of belongingness to the organization. This study found that, from the overall measurement index for all respondents on the tendency of CBE's on proper employees Participation in decision-making/communication and its effect the performance is average mean score value of 3.5 which implies that, it was slightly above the moderate level and most of the respondents are agreed on. Therefore, generally, the study found out that with regard to communication channels the bank is doing well, there are many ways of communication in CBE now days, employees can access information easily, different policies, procedures, other announcements, and almost all information can be shared through different communication channels like, CBE's portal, Giom-online training (self- learning and development) , CBE's outlook, using Oracle self-service which are available now, this is after the implementation of different HR strategies in counseling with the German Frankfurt School of Finance and Management.

Accordingly, it potentially affects employees in fulfilling their duties. Therefore, a strong information sharing and communication system shall be maintained so that information will be disseminated on time to get better achievements and equally helpful to participate employees in decision matters.

- Employee performance is considered to be an important building block of any organization and must be critically analyzed. It also has a strong link to the strategic goals of an organization and is a major multidimensional construct aimed to achieve results according to (Abbas and Yaqoob, 2009). This study tried to measure the Employee Performance level based on the ERS's using the composition of each items in each independent variable, and from the finding it can be observed that, the overall measurement index for all respondents on the tendency of CBE's to the effects of retention strategies on Employee Performance to critical job position holders is average mean score value of 3.08 which implies that it was moderate effect.
- In generally, this study finding asserts that CBE employee retention strategies specifically to high position employees should consider these three important dimensions so as to increase employee's performance. Finally the study analysis of the data showed that the strategy that had the most impact on employees' performance based on the finding the employee's retention strategy includes employee relation, work-life balance /working environment and employee participation in decision-making/communication. However, the result shows moderate concern is given to those important dimensions by CBE's employee retention strategies. Although, CBE have been working with Frankfurt School of Finance and Management on the development of employee engagement and retention strategy and it is found doing well in implementation of various human resources practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development system, succession & career management, compensation and reward as a retention strategies. However, HR management performed as main activities; CBE has not assessed the retention strategies whether it achieves the goal or not with regard to the critical job position.

5.3. Recommendations

Employee retention on the other hand refers to the percentage of employees remaining in the organization as stated by (Phillips & Connell 2003). The top priority for any organization should be the attraction and retention of key employees. So, CBE needs to give greater attention in designing and implementing appropriate retention strategies that will satisfy in retaining its critical job position employees this is because, even the most proficient companies can be seriously damaged because of failing to implement good employee retention strategies. Although there have been different retention strategies which already implemented in CBE in counseling with the German, Frankfurt School of Finance and Management on the development of employee engagement and retention strategy. From this study, it is evident that CBE has been on doing well for training of critical job level employees of succession planning&investing a lot amount of money forprofessional, leadership and employee's competence training. However, they are also losing the employees they have trained to their competitors. Indeed, it seems poaching now a day's common in the banking industry in Ethiopia. To address this problem, CBE should evaluate and formulate appropriate retention strategies to win the market to help curb these from happenings. Therefore, the following recommendations are put forward to ensure the performance and retention of employees at critical job position levels in CBE:

- First, there is the need for management to encourage and further promote appropriate retention strategies to motivate critical job holder employees to perform well on their job, in addition, to ensuring their continuous stay in their respective positions and should be periodicreview retention strategies to retain its competent employees, and their performance. Through this, CBE would be able to identify those appropriate retention strategies which have more influence on employee's retention strategies which build the morale and enhance the productivity of critical position holders and increase their performance as well.
- Finding out what employees want or need is one way of understanding them and getting ideas of the kind of strategies that can be put in place in order to increase performance. Managers by taking some time need to discuss with employees, on what is needed to help or ensure the employee to perform better.

- The bank should need to redesign its pay system through the use of Market rate analysis which is the process of identifying the rates of pay in the labor market for comparable jobs to inform decisions on levels of pay within the organization and on pay structures. External relativities (going rates) are assessed by tracking market rates through periodic review and need to assess their effectiveness in meeting their objectives especially the external “pull factors” as there is a growing competitors in the banking industry growing very fast, the bank also need to work hard on Employee benefits package which include pensions, sick pay, insurance cover, company cars and a number of other ‘perks’.
- It was therefore, recommended for management of all level to provide them with appropriate retention strategies that fit with their efforts and considering there level /job position criticality for the success of the Bank; the bank should have to adjust its retention strategies according to the existing competitive pressure, globalization, the change in demography and employment because such external factors exerts a major influence on rates of pay and pay reviews within organizations as it has a huge effect on the employees performance and also motivate employees either to be attracted or to stick with the bank for its retention strategies to be appropriate and retain its valuable employees from leaving the bank.
- As overall retention strategies (mechanism) the bank should have to commit to anticipate and respond to internal and external changes through constant improvement and adaptation & strive to establish a culture that nurtures individual and group learning in creating Motivated and Proficient Employee, Creating better working environment, improve work-life balance/flex-working environment, Availing competitive benefit package, Recognition on employees achievement; Merit based promotion; and Career succession and Empowermentthese are the main retention packages that the bank should to consider in retaining its skilled, competent critical job position holders.
- Organizations need to have in place effective retention strategies so as to ensure that employee’s performance is not affected. Finding out what employees want or need is one way of understanding them and getting ideas of the kind of strategies that can be put in place in order to increase performance.
- Having in place a good work life balance will act as a good strategy to improve employees’ performance.

5.4. Research Limitation and Areas of Future Research

5.4.1. Limitation of the Study

The research study is limited to a few aspects. Due to time and financial constraints, this research was cross sectional and was also restricted to single bank (i.e. The Commercial Bank of Ethiopia) only in Addis Ababa City Branches, including the Head Office. The study also considered only limited variables. The measuring attitudes of respondents are quite subjective. In addition to this, the limitations that may have affected the study was that only small involvement from top level management bodies as the study tries to examine the effects of ERS on the performance of critical job position levels. This made it difficult to compare the findings with another respondent who were elected as critical job position level so as to eliminate biasness. In addition, the respondents may have been unable to give an honest opinion so as to retain the image of the company.

5.4.2. Suggestion for Further Research

This study is conducted on ERS on the performance of critical job position holders, only on CBE. Future research should have a larger sample size and research in other types of service rendering sectors organizations like, telecommunication or general public services providers etc., even on other non-service based organizations. A different type of methodology should be used to analyze data to test the variables and compare the results. The researcher feels that there are several other research directions that could be successfully pursued in the future.

- A research could be conducted on the effect of retention strategies to measure on the performance of organization using performance indicator.
- A study could be undertaken to investigate the impact employee retention practice related to reduction of higher position employees turnover cost (Their cost related with leadership, competence and professional cost).
- Due to time and financial constraints, this research was cross sectional and was restricted to single bank in Ethiopia i.e. the Commercial Bank of Ethiopia. It is therefore suggested that in future, other researchers will undertake a longitudinal study to assess the effect of employee retention strategies. Such a study will have the potential to reveal the extent to which, employee retention strategies has effects on performance. Also the study can be replicated in other sectors.

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Appendixes

Appendix I: Selected Job Position

Definition for Job Position Classification Levels

1. Executive Management (EM): Refers to the V/P & Chief roles that require 3 years of experience as director or district manager, and intermediate to advanced level technical competency as well as expertise level proficiency of organizational value and leadership competencies.
2. Senior Management (SM): Are the Director, District Manager and Chairperson roles that require a minimum of managerial/supervisory experience as specified in the job description, require intermediate to advanced level technical competency, and advanced level organizational value & leadership competency. Job grade 16 & 17 roles.
3. Middle Level Management (MLM): Roles that require intermediate to advanced level technical competency and managerial skills with minimum of intermediate level competency leadership & core value competency and all are supervisory positions. Job grade 14 & 15 roles.
4. Operative Level Management (OLM): Roles that require intermediate to advanced level technical competency and managerial skills with minimum of intermediate level organizational value competency requirement and novice to intermediate level leadership competency requirements and all are supervisory positions. Job grade 11, 12 and 13 with supervisory positions.

critical in the CBE's context which are identified as key/critical The position is a key contributor in achieving the organization's mission as well as vision and The position performs a critical task that would stop or hinder vital functions from being performed if it were left vacant and The position requires specialized or unique expertise (skill sets) that is difficult to replace immediately Positions in in danger of "knowledge drain" due to retirements or high turnover.

Appendix II: INTERVIEW QUESTIONS

Guiding question to be used during interview with managers and top-level management of the commercial bank of Ethiopia'

According to the revised Job Positions Classification, CBE positioned different job levels and defines the levels in to Nine (9) different Job position - Classifications. On May, 2017 CBE's job classification systems are structured to aid the Bank administrators in understanding, organizing and dealing with a vast and complex array of professional functions.

Purpose: These guiding interviews questions are designed to gather information about the effects of Employee Retention strategies on the performance employee's at critical job positions in CBE.

1. What are the existing employee retention strategies in CBE?
2. Is there a clear and articulated link between retention strategies and HR Strategies? To retain critical job position of employee, on
 - Employees development, performance improvement
 - That targets in reducing turnover of critical job position in CBE
3. Do you agree with if CBE provides a special retention packages that targeted at different position level (job categories)?
4. Availing competitive benefit package? Is there any retention strategic provisions provided solely to the CBE's critical level employees? If there is such provision what are they?
5. What is the HR policy on retention Strategies and practices that intends to build the Morales and to enhance the performance of employees in selectively on critical job position level?

Example: comparable pay competitive to the lobar market pays system (i.e. Is the pay system for manager level comparable with other commercial banks in the country?)

6. How competitive is the benefit, reward and compensation relative to the other Banks in existing market?

7. Do HR practices have impact on employee's performance as well as on firm performance? If yes, are the positions of individual HR strategic practices or Systems of practices that impact on both individual and firm performance?
8. What additional benefits and compensation packages do you need from the CBE's or what benefits and compensation packages that you think if implemented will benefit the Bank for its effective retention practices?
9. What do you think are the main challenges and problems of employee retention strategies in CBE?
10. What do you suggest further to improve the CBE's Employees Retention strategies to increase the performance of employee's on critical job positions?
11. How much do you have engaging in important decisions about work related issues?
12. How do you evaluate the presence of ways /channels of communications in CBE to enhance work flow?

Appendix III: Questionnaires

Questionnaires, that will be fill by employee of the commercial bank of Ethiopia

My Name is **Yared Shawel** and I am a postgraduate student at Addis Ababa University School Commerce: Department of Human Resource management and I am doing my thesis Research paper on the Effects of employee retention strategies on the performance of critical job position levels in commercial bank of Ethiopia , in Addis Ababa city . The classification is based on the revised Job family which is designed in May, 2017, namely; Operational Level Manager Job (Grade 11, Grade 12 & Grade 13), Middle Level Managers (Grade 14 and 15), Senior Level Managers (Grade 16 and 17) and Executive Levels Managers Grade 18.

So, I kindly Request you to provide me with reliable information. Any information provided will be treated with the strict confidence it deserves.

Direction: the purpose of these questionnaires is to identify the effects of employee retention strategies on the performance of critical job position levels in CBE. Since your information is vital to undertake the study as intended and I kindly request you to respond to the questionnaires. I will like to assure you that the information used in this study used only for academic purpose and it will be kept strictly confidential.

Thanks in advance for your cooperation to fill the questionnaires.

Note:

- No need to write you name
- Please answer to the questions provided below put a circle mark on your choices.

Part I: General Information: the purpose of this part is to obtain General information about the respondent. Please answer the following questions, choose and circle on your appropriate choice /answers.

1.1. Gender

A. Male

B. Female

1.2. Education Level

A. High School

C. University Bachelor Degree

B. College Diploma

D. Master's Degree & Above

1.3. Please indicate by circling your answer correctly ON your position at CBE.

A. Operational Level Manager (OLM) C. Director/District Manager (DLM)

B. Middle level manager (MLM)

D. Executive Management (ELM)

1.4. Your Year of service in CBE

A. Below 5 years

C. 10-15 Years

B. 5 -10 Years

D. Above 15 Years

Part II: Employee's Attitude toward the effects of Employee Retention strategies on the performance of critical job position in CBE

This part of the questionnaires includes question related to the effects of Employee Retention strategies on the performance of critical job position, in Commercial Bank of Ethiopia, Addis Ababa.

NOTE: Please put a tick (✓) mark in front of the following items listed and indicate your level of agreement

Seri · No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	A. Training and Career Development Strategies and Employee Performance					
1	I feel motivated by the development plans that are offered in CBE.					
2	There is an opportunities for personal and professional growth in CBE.					
3	The Bank provides me a platform to develop my career.					
4	The learning and development (trainings) that offered by CBE has enabling me to Sharpen my skills.					
5	The training offered in CBE has based on the assessment of gap in my job.					
6	In CBE Employee Development is seen as a key to success rather than a cost.					
7	CBE provides me with regular opportunities for					

	career advancements to increase in my performance					
8	There are a better career & training opportunities in CBE as compared to other similar banks.					
9	The Bank treats me as its partner in working towards meeting the stated goals					
10	I received an adequate training for my current job and there is a clear pathway for career development in CBE.					
	B. Compensation, reward/recognition Strategies and Employee Performance					
11	I am paid fair internally and comparable to the externally market.					
12	The Non- monetary benefits I received in CBE are better than the other commercial banks in Ethiopia.					
13	The benefits offered by CBE are appeal to and meet the needs of the various categories of employees.					
14	In CBE Employees are given positive recognition when they produce high quality work.					
15	The salary& other benefit packages I am receiving now motivates me to work more years in CBE.					
16	I earn competitive compensation packages like in other similar banks in similar position.					
17	My salary payment is fair and reflects my effort.					
18	The salary, benefits& compensation packages I received in CBE is commensurate with my responsibilities.					
19	The bank provides me with a more competitive pay and benefit packages.					
20	In CBE I provided with appreciation and praise-for what I did in perform well in my job.					
	C. Management/supervisor- Employee Relationship and employee performance					
21	The bank communicates me with if there are any updates in the CBE regularly.					
22	I am provided with regular & constructive feedback.					
23	I am satisfied with my boss's supervision style.					
24	In CBE I feel that I am valued.					
25	My boss is helpful in solving my personal problems.					
26	Job responsibility is clearly defined & I am aware of what is expected from me.					
27	Appropriate facility (tools & equipment's) are adequately available to do my job.					
28	There is independence & autonomy in doing my job.					
29	There is a friendly relationship working environment in CBE.					

	D. Employee work life balance /Flexible Work Environment Strategies and Employee Performance					
30	My work environment allows me to achieve the organizational needs.					
31	CBE allow and promote flexible work schedules.					
32	CBE Provides me with appropriate work life balance, where appropriate.					
33	I easily can get off my duty for 'home crisis' like illness/ family crisis.					
34	CBE provides/helps me in creating suitable and supportive environment.					
35	The bank gives me more choice about the time and location of my work.					
36	In CBE my work life balance is well with my family life.					
37	Job sharing is used to enable employees have more time with their families.					
38	My work arrangement enables me to have healthier work and life balance for the required number of hours.					
39	Compressed work weeks can improve the quality of job performance					
	E. Employee Participation in Decision- Making /Communication and employee performance					
40	There is effective information sharing & communication culture.					
41	In CBE there are different mechanisms to communicate &I have chance to participate in decision-making.					
42	CBE's work environment is characterized by work cohesion, teamwork trust and collaboration.					
43	I am communicated with the most crucial business strategies initiatives in CBE in my position.					
44	There is independence & autonomy in doing my job.					
45	In CBE's HRM policies, programs, and procedures strategies are communicated fully and effectively to reach.					
46	There is always a place for me to involve in decision-making process in major strategic issues in CBE.					
47	In CBE There is an easy & open to discuss the various issues with face to face.					
48	I am always well informed about all the important affairs of the business.					
49	In CBE there are a Clear & direct information about my job's outcomes or performance.					
	F. Employee performance level Measurement					

50	In CBE there is an opportunities for me for continuously training & learning and trying to improve myself.					
51	In CBE there are opportunities for promotion of an employee's achievements & motivate better performance & career advancement.					
52	The CBE's compensation strategy increases my effectiveness in my work.					
53	I find myself more motivated by the CBE's benefit packages to put more effort in my performance.					
54	Performance incentives are clearly linked to standards and goals & The incentives are meaningful					
55	My Boss/supervisor recognizes and values my ideas, suggestions and opinions.					
56	My supervisor creates a motivating and supportive work climate & he is honest and fair in my performance review					
57	I am able to balance my family and work life which helped me to concentrate in my work to perform effectively.					
58	My work environment enables me to perform better.					
59	There are different means of Communication across CBE which also enables me smoothly to perform my work.					
60	I am involved in important decisions that may affect my performance and work related issues.					

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRES!!

