



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS**

SCHOOL OF COMMERCE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

***THE EFFECT OF EMPLOYEE VALUE PROPOSITION (EVP)
ON EMPLOYEES' COMMITMENT:***

THE CASE OF ETHIOPIAN BANKING SECTORS

PREPARED BY: TESFAYE KEBEDE

ID: GSE/5540/13

ADVISOR : ADANE ATARA(PHD)

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Statement of Declaration

I, Tesfaye Kebede Badane, have carried out a thesis titled “The Effect of Employee Value Proposition (EVP) On Employees' Commitment: The Case of Ethiopian Banking Sectors” independently in partial fulfilment of the requirements for the Master of Degree in Human Resource Management with close advice, support and, guidance of my advisor at Addis Ababa University’s College of Business and Economics school of Commerce. I assure that this thesis is my own original work and has not been submitted for any degree, diploma or others in this or any other universities. All source materials used in this thesis have been appropriately acknowledged.

Declared by:

Name: Tesfaye Kebede Bedane

Signature: _____

Date: _____

Confirmed by:

Name: Adana Atara (PhD), Research Advisor

Signature: _____ Date: _____

Statement of Certification

This is to certify that the thesis work submitted by Tesfaye Kebede Bedane, titled “The Effect of Employee Value Proposition (EVP) On Employees' Commitment: The Case of Ethiopian Banking Sectors” and submitted in partial fulfilment of the requirements for the Master of Degree in Human Resource Management (HRM) is his original work and is fit for the submission of the award of Master of Degree in Human Resource Management (HRM).

Signed by Examining Committee:

External Examiner : Dr. Meselle G. Signature : _____ Date: _____

Internal Examiner: Dr. Worku M. Signature: _____ Date: _____

Advisor: Dr. Adana A. Signature: _____ Date: _____

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Acronyms

AB	Awash Bank
BoA	Bank of Abyssinia
CBE	Commercial bank of Ethiopia
CBO	Cooperative bank of Oromia
DB	Dashen Bank
HB	Hibret Bank
NIB	NIB Bank
WB	Wegagen Bank
EVP	Employee Value Proposition
NPS	Net Promoter score
eNPS	Employee Net Promoter score
MA	Managerial and Administrative
MS	Managerial and Supervisory
P	Professionals
SP	Semi-Professionals
MC	Manual and Custodians

Abstract

The employment market is getting highly competitive and as the war for talent continues, where employer branding (employee value proposition) can form a competitive advantage, attracting and retaining top talent is not simply a priority but a necessity. This is because, in today's world, an array of organizations ranging in all sizes, industries, and geographies are facing problems of employee retention, engagement and talent shortage. Accordingly, the purpose of this study was to assess the nature of employee value proposition and examine the effect of employee value proposition on employee commitment in Ethiopian banking sector. In the light of research objectives and questions, only quantitative research approach was adopted and, both descriptive and explanatory research design were utilized. The study was delimited to area sampling and simple random sampling techniques. Quantitative data was collected by using self-administered questionnaire which has been developed and distributed to a sample size of 1947 employees to the selected banks with the response rate of 94.99%. The nature and availability of EVP in the Ethiopian Banking sectors was assessed based on the five parameters of Gartner model and overall it is rated as 58% for Organization Parameter, 56% for Reward Parameters, 62% for Opportunity Parameters, 62% for Work parameters and 60% for people's parameters which is moderate need improvement as per the decision rule. Regression analysis was conducted to see the effect of employee value proposition on employee commitment and the findings of the study have shown that employee value proposition attributes Organization parameters show a standardized coefficient value of (0.983) with 0.000 significance level, Work parameters show a standardized coefficient value of (0.039) with 0.000 significance level, Opportunity parameters show a standardized coefficient value of (-0.027) with 0.000 significance level and People parameters show a standardized coefficient value of (-0.017) with 0.001 significance level and Reward parameters show a standardized coefficient value of (0.006) with 0.162 significance level and have no significant effect on employees' commitment. Based on the result of the study, it is recommended that to increase the commitment level of their esteemed employee and to enhance the attraction practice of talented employee from the labour market, motivate the existing employee and retain their top performers, in return to increase organizational performance, the Ethiopian banks should have to work on developing a compelling employee value proposition.

Keyword's: - Employee value proposition, Employee commitment, Employee Net Promoter Score

Chapter One

1. Introduction

This introductory part of the research deals with background assessment of the research topic, rationale to conduct this study, objective of the study, scope of the study, research methodology, beneficiaries of the study, delimitation of the study and organization of the paper.

1.1. Background of the study

Now a day, employee value proposition is vital for enhancing organization execution (Watson, 2012) and driving attraction and duty in the work market (Pawar and Charak, 2015). In the current scenario employees have become the primary strength of any business organizations where the employees deliver their continuous effort to drive organization decisions into actions to accomplish its objectives (Jyoti et al., 2018).

Hence, many business organizations move to develop a strong and compelling value to surpass the competitors and establish sustainable competitive advantage (Mani, 2016). This requires continuous assessment and audit of human resource management in general and employee value proposition in particular. Having a strong and compelling employee value proposition (EVP) is critical to reduce more perplexing and contradictory challenges in attracting, nurturing and retaining talent (Jyoti et al., 2018). The scarcity of well qualified graduates, high turnover and departures of proficient employees force the business organizations to develop employee value proposition which attracts, motivates and retains workforces with the organizations (Singh, 2015).

Moreover, effective employee Value proposition program enables an organization to stand out as different but also ensures that the packaging program reflects the contents. Consequently, many companies started to establish a long-term talent acquisition, satisfaction and retention strategy which create sustainable competitive advantage for them. This will force a fundamental rethinking of workforce management strategies. Yet, rather than focus on the attraction of stars, companies and researchers move to examining the retention of stars in relations to employee value propositions (Mani, 2016).

Regarding the Ethiopian Banking Private Sectors, in order to achieve a sustainable business growth rate consistently, they are obliged to develop and deliver customer value propositions so as to create a core customer outcome (customer retention, acquisition, profitability) through talented and skilled employees. To do that, it has to attract and source the right people, develop, engage and retain their existing talents. Therefore, to deliver the bottom line through human capital, designing and delivering an authentic EVP is vital.

As there is no previous study made on the relationship between Employee value proposition and employee commitment in the banking sector, the researcher argues that there is a need to investigate the relationship between Employee value proposition and employee commitment because knowing and understanding the effect of the EVP on employee commitment fill the existing research gap, enhance the existing knowledge, generate new knowledge in this regard. Examining this relationship is also important to draw recommendations for the banking sectors to enhance their performance. Though there is evidence on the effect of employee value proposition on employee commitment and organizational performance, serious attention has not been given by the banks in this area. Consequently, it is indeed in this perspective that the researcher aims to determine the effect of employee value proposition on employee commitment in the Ethiopian Banking Sectors.

1.2. Statement of the problem

In today's volatile business environment, level of competition is increasing intensely in Ethiopian banking sectors. Attracting, motivating, engaging, and retaining people is the greatest challenge for banking sectors. Therefore, organizations need to have strong and clear EVP to tackle such situation. As attracting, satisfying, and retaining high-performing employees is essential for the growth and survival of the organizations. It was recognized that a highly qualified, motivated and committed workforce can increase innovation, creativity, productivity, and bottom-line performance while reducing costs related to hiring and retaining competitive employees with the organization. In recent years, business companies have been increasingly monitoring their talent, ability, motivation, commitment levels, as a growing body of research has demonstrated that having a highly committed workforce not only maximizes a company's investment in human capital and improves productivity, but it can also significantly reduce costs, such as turnover, that directly impact the bottom line (Kumar et al., 2014).

One of the major challenges of every organization is attracting, motivating, engaging and retaining skilled employees, which is an important aspect of Employee Value Proposition. According to a study of Towers Watson, (2018), without a formal employee value proposition (EVP) or employer brand (EB), attracting and retaining skilled employee is a challenge many top brands are facing today. There is more opportunity than ever to define what makes the organization brand different from the rest and impact measurable business results along the way. On the other hand, according to a study of Hewitt (2018), 50% of recruiters are unaware of their own employer brand, and 48% of employees are unaware of what their employer wants to be known for. This can lead to a turnover rate of 150% or more in critical positions, making it difficult for the company to build employee loyalty(commitment). Accordingly, the research will explore how EVP influences employee engagement, loyalty,

and job satisfaction, as well as how employees respond to the EVP in terms of their commitment to their job and organization.

Moreover, according to Glassdoor, (2018), companies with strong, defined EVPs & employer brands have a 50% decrease in cost per hire and 83% of companies believe their employer brand perception significantly impacts their ability to hire.

Accordingly, as discussed above and in the preceding section, many studies on employee commitment and benefits have been conducted. However, to the best of the researcher's knowledge, no study has been conducted to determine the effect of employee value proposition on employee commitment. Therefore, this study is vital, new, and will make a positive contribution to our understanding on the effect of employee value proposition and employee commitment.

1.3. Research Questions

In order to understand the relationship between Employee value proposition and employee commitment, the following research questions were investigated in this study by the researcher;

- ⇒ What is the nature of Employee Value Proposition in the case of selected Ethiopian banks?
- ⇒ What is the level of Employee Commitment in the case of selected Ethiopian banks?
- ⇒ What is the Relationship between EVP and employee Commitment?
- ⇒ What is the effect of EVP on employee Commitment in the case of Ethiopian banks?

1.4. Objective of the study

1.4.1. General Objectives

The general objective of the study is to assess the effect of employee value proposition (EVP) on employees' commitment of Ethiopian Banking Sectors.

1.4.2. General Objectives

The specific objectives of this study are;

- ⇒ Assess the nature of EVP at the Ethiopian Banking Sectors.
- ⇒ Assess the commitment level of the employees in the Ethiopian banks,
- ⇒ Evaluate the relationship between EVP and employee commitment.
- ⇒ Evaluate the level of the banks brand in the eyes of its prospective employees and its effect on employee commitment.

1.5. Significance of the study

The significance of this study are many folds. First, this study helps organizations and their leaders, stakeholders, researchers, academicians, and any others in enhancing their

understanding of effect of employee value proposition on employee commitment. Since there are no previous studies made on this topic, the study contributes in fulfilling the existing study gap on the area and can be served as a reference for future researchers who want to investigate further on this or similar areas. The study can also help organizations and their leaders to understand the effect EVP on commitment. By doing so, it helps them to device the right strategies, policies and procedures, and action plans for enhancing the motivation and commitment level of their employee.

1.6. Scope of the study

This survey is limited to assess the nature of EVP and its effect on employee commitment in Ethiopian banking sectors, and it is guided by the objective of the study stated hereabove. Employee Value Proposition is a set of offerings and values provided by an employer in return for the skills, capabilities, and experience that an employee brings to the organization. Employee commitment refers to the emotional attachment and involvement that an employee has towards their employer or organization. It is a measure of the degree to which an employee feels a sense of loyalty, dedication, and responsibility towards their work and their employer.

Geographically, due to financial constraints, time constraints and other factors, the study is limited to employees of the bank working at the Head Office organs and Special Branches (Main Branches) of the selected bank which is located in Addis Ababa, Ethiopia.

Methodologically, considering the research questions and objective of the study, the study adopted quantitative research approach. The study was limited to a self-administered questionnaire to collect the data from respondents. The sample size of the study was limited to only 2050 respondents for all banking industry in Ethiopia. For the sampling process NBE classification, area sampling and simple random sampling were utilized to select respondents for data collection. National Bank of Ethiopia classifies Ethiopian Banks into first-class, second-class, and third-class categories based on their assets, revenues, and capital. The only bank categorized in the first class is Commercial Bank of Ethiopia (CBE), the second-class banks are Awash, BoA, Dashen, Coopbank and NIB bank and the rest are classified as third-class banks (NBE Report,2020/21). Thus, considering the classification of the NBE, experience and exposure in the banking industry CBE from the first class, Awash, BoA, Coopbank, Dashen and NIB Bank from the second class, From the third class banks considering their exposure and their current competition in the industry Wegagen, and Hibret banks are selected randomly for this study purpose and it is assumed that the result from these sampled banks are represent all banks in Ethiopia. Both descriptive and explanatory research design were used for the purpose of data analysis.

1.7. Limitation of the study

This study was conducted only on Eight (8) selected banks, so it is difficult to generalize the results of this study to the Ethiopian banking industry. The second limitation there was the limited theoretical and conceptual literature related to the employee value proposition which may be used as a stepping stone or reference otherwise. The third limitation of this study is there may be negligence and unwillingness of some employees during the data collection process which may affect the outcome of this research. The other limitation of the study was that it is completely depends on a self-administered questionnaire to get information from respondents, and as a result, respondents may not genuinely respond in accordance with the real existing situations.

1.8. Definition of Terms

The following definitions of terms to be used in this study are adapted from related literatures and modified to suit the study.

- **Employee Value proposition:** refers to a set of benefits, rewards, and incentives that an organization provides to its employees in exchange for their commitment and loyalty to the organization and used to attract, retain, and motivate employees by emphasizing the unique aspects of the organization's work environment and culture (Shweta and Srirang, 2015).
- **Employee commitment:** is an attitude or belief that an employee has towards their job, workplace, and employer as well as how dedicated and loyal they are, and how much they are willing to go above and beyond the requirements of their job (Dixit and Bhati, 2012)

1.9. Structure of the study

The study will be organized in to five parts; the first chapter provides background of the study, statement of the problem and basic questions, objectives of the study, delimitation of the study, and organization of the study. The second chapter provides a review of the literature on the most important concepts of Employee Value Proposition. This chapter will provide an understanding of these concepts by focusing on previous research studies in this area and presenting relevant review literature. The third chapter discusses research design and methodology. The fourth chapter is about data analysis and interpretation. Finally, in Chapter five, the conclusion and recommendation are discussed.

Chapter Two

2. Literature Review

This part of the research paper presents both theoretical and empirical literatures on the topics being investigated.

2.1. Employee Value Proposition

An employee value proposition (EVP) is what is offered by an employer in exchange for the productivity and performance of an employee. It includes total rewards and benefits of the employee which may include both financial and non-financial benefits and also the more intrinsic elements of management style, work environment and culture (SHRM,2016).

Employee Perspective	Employer Perspective
Employees' response and connection with the EVP items determines their level of discretionary effort in bringing the banks mission, vision, and values to life.	A strategically designed EVP attracts retains, engage and motivates employees to drive business successes.
Finally — The bottom line is “the give” and “the get”	

2.1.1. The definition of EVP

A key differentiator of success for organizations competing to recruit, develop, inspire and retain talented people is their employee value proposition (Bell, 2005). Employee Value Proposition (EVP) is a unique concept that transcends the routine HR functions of recruitment, selection, retention, training and development, compensation and career advancement in any organization. It looks at the aspirations of the highly talented employees and goes beyond what they might expect in terms of tangible as well as intangible rewards and benefits for their strong desire to support the organizations in accomplishing strategic objectives resulting in exemplary contributions (Shweta and Srirang, 2015).

Attracting, satisfying and retaining high-performing employees is essential for growth and survival of the organizations. It was recognized that a highly qualified, committed (motivated and engaged) workforce can increase innovation, creativity, productivity, and bottom-line performance while reducing costs related to hiring and retaining competitive employees with the organization (Kumar et al., 2014).

Further, according to Moseley and Barrow, (2005), EVP may start from identifying the type of people that as an employer wants in the organization to be successful (*i.e. get the right people on the bus*). Thus, EVP is a core of employer brand which provides an identity to the

company and represents its core values and indicates how it carries on its business and what value it delivers to its customers, partners, employees and other stakeholders¹. As a result, EVP can be used as an effective tool of employment as it outlines the desired and desirable requisites of employees by creating a better recruitment objective, positioning employees at the right place and creating the value of existing employees in the organization. Moreover, it describes what an organization stands for, requires and offers as an employer and what makes the organization unique than others. These values include both financial and non-financial factors that may be crucial to attracting and retaining employees (Armstrong, 2008).

2.1.2. Employee Value Proposition statements

Employee Value Proposition (EVP) statement is an internal document, used by organizations as a blueprint to ensure that all the messages they communicate, inside and outside the organization, are consistent. It expresses the distinctive benefits and advantages that an organization provides in exchange for the performance and dedication of its employees. These statements are frequently used to attract top talent and differentiate the organization from its competitors in the labour market. It will typically explain the major rewards and advantages provided to employees, such as competitive salary, opportunities for professional growth, employee development programs, work-life balance, a positive work culture, and other non-monetary benefits. The goal of an EVP statement is to present a clear and compelling reason for employees to choose to work for the organization and to foster a healthy and rewarding workplace culture. (SABPP, 2019)

Further, various notable companies have been developed an EVP statement in order to separate themselves from not only their competitors within their respective industries but also other significant brands whom they have to compete with in terms of branding and for talent. Accordingly, the examples of EVP statement of top world successful business companies are presented as follows:

¹Simon Barrow and Richard Moseley, (2005), *The Employer Brand. "Bringing the Best of Brand Management to People at Work."*

Table 1: Sample Company EVP Statement

Our Employee Value proposition is all about Being more-as a professional, as a person. It is about being more globally connected, being more Inspired, being more Impactful and being more Valued. ~ Barclays

“At Goldman Sachs, you will make an impact” ~ Goldman Sachs

“At RHB, we take PRIDE in our people and our teams. Great relationships built on trust, a 'leading it right' environment, challenging assignments and a culture of excellence are the pillars to the dynamic and diversified workplace-We call it

“Picture yourself at one of the world’s best places to work, surrounded by teams and people who challenge you, support you, and inspire you to be extraordinary.” ~ Bain and Company

“Do cool things that matter.” ~ Google

“From empowering mentorships to customized coaching, PwC provides you with the support you need to help you develop your career. You’ll work with people from diverse backgrounds and industries to solve important problems. Are you

“We believe in treating each other with respect. We cultivate a culture that recognizes the individuality and contributions of each of our employees, helping them to become productive and responsible members of society.” ~ San Miguel Corporation

“We’re building a company people love. A company that will stand the test of time, so we invest in our people and optimize for your long-term happiness.” ~ HubSpot

“We lead. We invent. We deliver. We use the power of sport to move the world.” ~ Nike

“Lead the future of Beauty. When you love your work and the people you work with, amazing things can happen.” ~ L’Oreal

In the Ethiopian banking sector, the only bank that have employee value statement is Cooperative bank. The employee value statement of Cooperative bank of Oromia is

“We build an environment in which our employees are valued through fair and competitive compensation, learning opportunity towards nurturing top talent in the industry- We are building competent employee ----Feel First – We are here for you...”

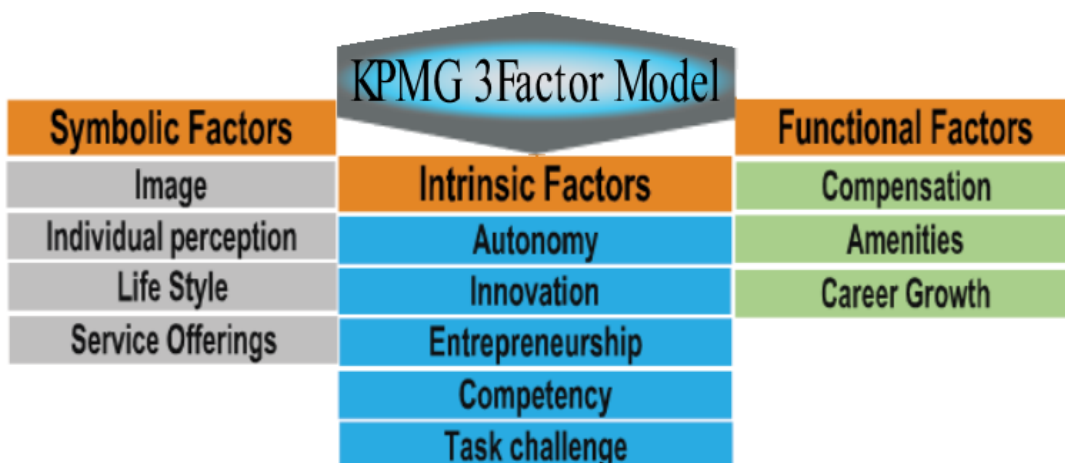
2.2. Employee Value Propositions Models

Various scholars and institutions have been developed different value propositions model to attract capable employees from labour market, then, engage and retain them to be successful in the environment filled with volatility, uncertainty, complexity and ambiguity. The distinguished models are Gartner, KPMG 3 factor, Heger, and TLNT models. Accordingly, the detail description of each model is discussed as follows:

2.2.1. KPMG 3 Factor’s Model

The first one is a '**KPMG 3 factor EVP Model**'. It discusses three groups of factors which are functional, symbolic and intrinsic factors as presented in the following figure.

Figure 1:KPMG 3 Factor EVP Model



Source: KPMG 3factors EVP model and own constructs, 2021

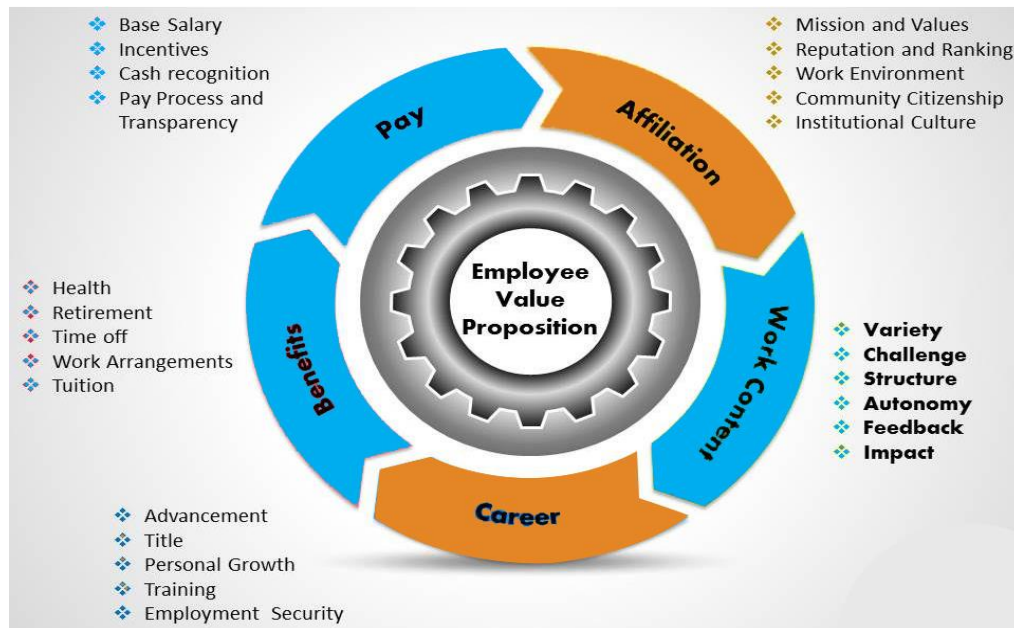
This model can be used in any organization. 'KPMG 3 factor EVP Model' have a larger impact on organization and employees which must be exercised creatively by HR managers. The Implementation of 'KPMG 3 factor EVP Model' requires the understanding and information of aspirations and expectations of the workforce to ensure the better outcomes.

2.2.2. Sibson Strategical Framework of EVP

Employee value proposition provides the integrated approach to implement better strategies for rewards (financial as well as non-financial) in the organization. This helps to frame the employee value proposition for multiple segments of the employees in the organization. EVP is usually defined as a set of monetary and non-monetary benefits provided by an

organization to its employees, in return for the skills, capabilities, and experience they bring and the contributions they make to the organization.

Figure 2:-Sibson Strategic Framework of Employee Value Proposition Model Template,



Source : https://www.researchgate.net/figure/Attributes-of-Employee-Value-Proposition-Source-http-wwwsibsoncom_fig1_340081940

This framework focuses on five major elements as indicated on the above figure.

1. **Compensation:** The money employees receive for their work and performance
2. **Benefits:** Indirect compensation including health, retirement, and time off
3. **Work content:** The satisfaction employees receive from their work
4. **Career:** The long-term opportunities employees have for development and advancement
5. **Affiliation:** The feeling of belongingness employees has towards the organizations

2.2.3. Organizational Model of EVP

This model consists of organizational values, culture, strategies and objectives to deliver the promises. This model sees EVP on the side of Organizational as seen in the below figure.

Figure 3:-Organizational Model of EVP



Source: *Organizational EVP model and own constructs, 2021*

- **Organizational Objectives:** They are driven by activities to achieve the medium- and short-term goals of the company. They are responsible to shape the organization's structure, policies and rules with available resources.
- **Organizational Strategies:** It is a combined set of actions to attain the organizations objectives. The success of the organizational strategies needs the efforts and involvement from everyone this can only be done through a unique employee value proposition in the organization at all levels.
- **Organizational Values:** It is a set of values that guides the actions and perspective of the organization. Establishing these values held by the company can help form its culture.
- **Organizational Culture:** This environment has a positive effect on all work attributes in the organization which enables to a good employee value proposition.

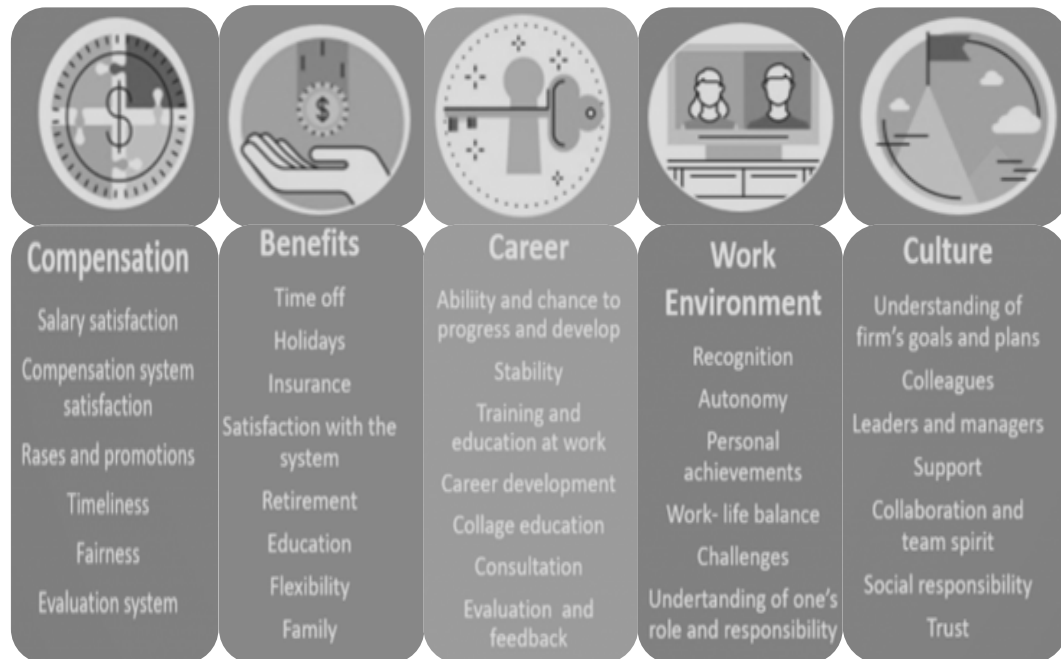
All these components are equally important for successful designing, development and implementation of right employee value proposition. There is a relationship between employee value proposition, employer branding and talent management in organization.²

²http://lib.unipune.ac.in:8080/xmlui/bitstream/handle/123456789/7968/11_chapter2.pdf?sequence=11&isAllowed=y

2.2.4. TalentLyft Model of EVP

The employee value proposition describes what an organization stands for, requires and offers as an employer. There is evidence of the influence of the psychological contract as the proposition represents the 'deal' between employer and employee.

Figure 4: TalentLyft EVP Model



Source: TalentLyft EVP model, 2005[©]

According to TalentLyft EVP model, there are five attributes such as compensation, benefits, career, work environment and culture as presented on the model's template in the above figure.

2.2.5. Gartner Model® of Employee Value Proposition

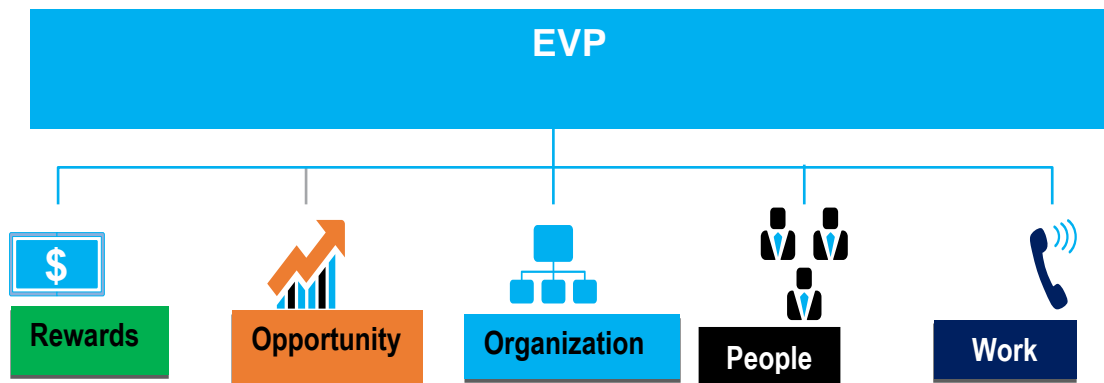
According to CEB, (2006), (which was acquired by Gartner in, 2017), EVP is a set of attributes that the labour market and employees perceive as the value they gain through employment in an organization. It can be explained through two sides. The first side of EVP is the attraction side. Once an organization designed a winning EVP, they have the potential to attract talented employees. This enables an organization to increase the talent pool that the company can pick the right candidates from and makes it much easier to find the talent that fits a specific job. The second side is the commitment level that the employee goes into and to what extent the employee gets satisfied, committed and effective towards their given

job in the company which improves the employee retention³. The linkage is illustrated as follows;

2.2.5.1. Attributes of Gartner Model®

In order to enhance employee commitment organizations has to design an authentic EVP by identifying the attributes that are linked with business performance. According to Gartner Model®, (2019), EVP is a set of 38 important factors that employees and the labor market perceive as the value gained through employment. These items are the levers of EVP. In turn, these items (factors) are grouped into 5 (five) attributes. The five attributes are illustrated as follows.

Figure 5:-Attributes of Gartner Model®



Source: Gartner, 2019

Further, according to Gartner, (2019), combining all these dimensions/attributes, will inform the companies level of attraction, retention, and commitment of employees which increases the availability of talent in the pool. The commentaries of the five attributes are presented hereunder;

Rewards: The reward is one of the tools that enable the organization to attract, engage and retain employees. It comprises both the financial and non-financial reward systems (such as the competitiveness of financial compensation, health care and retirement benefits, and availability of vacation time annually) that offered by the companies.

Opportunity: is another quality that makes an organization a great workplace. It deals with various opportunities that the organization provides to its employee. Development and future career opportunities, organization growth rate, stability (consistency of organizational structure and job security), and meritocracy are amongst items of the opportunity attributes which have the power to create an employer branding.

Organization: this attribute deals with the nature of the organization. It contains an item such as customer prestige, empowerment, environmental responsibility, ethics and integrity,

³ CEB Corporate leadership council, (2006), Attracting and Retaining Critical Talent Segments, pp.1-177

formality of work environment, inclusion and diversity, greater employer recognition, market position, technology level, respect, industry or desirability, well-known product brand, organizational size, product service quality, risk-taking appetite, and social responsibility which enables the organization to be a magnet of attraction.

People: People attribute deals with the characteristics of the organization people such as camaraderie (opportunity to socialize and interact with other employees regularly), collegial work environment, co-worker quality, people management, manager quality, and senior leadership reputation.

Work: this is about the nature of work itself such as innovativeness of work, job-interest alignment, level of impact (job influence on the business outcomes), location, recognition, work-life balance, and business travel.

2.2.5.2. Model Selection

Various models are Seen, reviewed as explained above. From those models for the purpose this study the Gartner Model®, of EVP has been selected as per the rationales stated below to investigate the values that delivered to employees by the Ethiopian banks by the researcher.

2.2.5.3. Rationales for selecting of Gartner Model®

The model is selected on the ground of its popularity across the various business units predominantly in helping the HR professionals to identify the employee preferences and perceptions that determine EVP attributes that matter most to attraction, commitment, and retention. Particularly,

1. The model was developed based on extensive research for over five years (A total of 58,000 peoples from 90 different organizations across 20 industries operated in 34 countries were participated to validate the model).
2. Each attribute of the model has the ability to predict the bottom line or the need of the organizations peoples (increase 30-40% commitment, decrease annual employee turnover by just under 70%, 60% of attractiveness in the market, reduction in hiring cost, high engagements, and retention).
3. The model was widely used by various organizations (mostly business units, academic institutions, and health units) in auditing and designing an authentic EVP.
4. Basing on the responses of availability, the model is important to develop recruitment, talent acquisition, and employee retention strategies to increase employer brand.
5. Gartner is a partner with 71% of the Fortune 1000 and 74% Global 500 which indicates the reputation of the company.

2.3. Employee commitment

2.3.1. Definition of Employee commitment

First, it is important to note that interpretations of commitment vary from attitudinal to behavioural conceptualizations. Due to these facts different scholars define commitment in a variety of ways and from various viewpoints.

Organizational commitment is, in general terms, an employee's sense of attachment and loyalty to the work and organization with which the employee is associated. It is defined in terms of an employee's attitudes and intentions. Employees are said to be committed when their goals are congruent with those of the organization, when they are willing to exert effort on behalf of the organization, and when they desire to maintain their connection with the organization (Nafei, 2014).

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them (Farrukh et al., 2017).

Organizational commitment has been operationalized as a combination of three distinct factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) eagerness to work hard for the organization; and (3) desire to remain a member of the organization (Grusky, 1966), as cited by Nishat & Al-Esmail. Gallie and White (1993) said that "committed employees are more satisfied, and organizational commitment plays an essential role in the goal achievement, innovation, and stability of an organization".

Employees' organizational commitment is in general characterized as exertion of extra effort and time beyond that expected from employees; pride in the organization; desire to stay in the organization; internalization of the values and goals of the organization; willingness to accept any job in the organization in order to keep its membership; loyalty to the organization; and considering the organization as the best of all organizations (Nishat et al.,

2014). Research indicates that employees with a high commitment strive more to fulfill what is expected from them and achieve organizational objectives. Adeyemo (2007) found that organizational commitment is a function of job satisfaction. He claimed that when employees' needs are met there is likelihood that the level of commitment manifested by workers would be high.

2.3.2. Meyer and Allen (1990) the Three-Component Model

Meyer and Allen incorporated attitudinal and behavioural approaches into a holistic definition of commitment. They conceptualized commitment as a psychological state restricted, not by value congruence only, but rather by a desire, a need and/or an obligation to maintain membership in the organization. Their model is considered as the first to view commitment as multidimensional. Based on previous research, they proposed three aspects of commitment.

1. **Affective commitment** refers to how much employees want to stay with their organization. If an employee is emotionally committed to their organization, it means that they want to stay there. They typically identify with the organization's goals, believe they fit in, and are satisfied with their work. Employees who are emotionally committed feel valued, serve as ambassadors for their organization, and are overall valuable assets to their organizations (Allen & Meyer, 1990).
2. **Normative commitment** refers to how long employees believe they should stay with their company. Employees who are normatively committed believe they should stay with their organizations. Normatively committed employees believe that leaving their organization would be disastrous, and they feel guilty about the possibility of leaving. Reasons for such guilt vary but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organisations. (Meyer, 1996).
3. **Continuance commitment** relates to how much employees feel the need to stay at their organisation. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation. Possible reasons for needing to stay with organisations vary, but the main reasons relate to a lack of work alternatives, and remuneration (Court et al., 2001). Moreover, according to (Meyer, 1996) continuous commitment related the costs associated with leaving the organization. It affects employees through their feeling of needing to stay in the organization. This

component of commitment is suggested to develop through individual investments (accumulation of side-bets) and availability of alternative employment opportunity.

2.3.3. The concept of NPS

Moreover, employee loyalty is an organizational citizenship behaviour that reflects the allegiance to the organization to the promotion of its interests and image to the outsiders (Court et al., 2001). According to them, employee loyalty is fundamentally, an emotional attachment (i.e. the sum of employee attitude and behaviour-what they feel and manifest internally and externally about the bank to peers, friends, customers and the general public). Employee loyalty is measured by net promoter score/NPS. The concept of NPS was originally developed by Reichheld, (2003). The metrics applied to measure employee commitment (engagement and satisfaction) assessment. It also provides insight on organization turnover, productivity, and other performance indicators. Further, it identifies problem areas and strategies for improvement⁴.

Accordingly, to check whether the current available EVP has the power to create employer branding and the level of commitment and retention status of the selected banks employees, the researchers aimed to prepare standard question. The answers given will be organized into three groups of detractors, passive and promoter. The detail commentaries of the scores are presented as follows;

Figure 6:-Groups of NPS score

<i>Not at all likely</i>					<i>Neutral</i>			<i>Extremely likely</i>		
0	1	2	3	4	5	6	7	8	9	10
Detractor						Passive		Promoter		

Detractors (1-6): are those employees who have low motivation are disconnected from the organization. These kinds of employees are not committed, and they actively disengaged employees (unsatisfied, unenthusiastic and toxic employees). They drastically reduce the performance and effectiveness of the bank. Occasionally, perhaps when they got a chance, they express a negative opinion about the bank.

Passives (7-8): are those employees that are happy and satisfied with the organization but have a low commitment to exert discretionary efforts. They use time and energy in carrying out their roles and responsibilities, but they lack a passion to do the job. Their performance is not low but if they see that the problems in the organization are not solved effectively, there is a high likelihood of joining a detractor.

⁴ Reichheld, Frederick F. (2003), "The one number you need to grow.," Harvard business review, 88 (12), pp.46-54.

Promoters: are those employees that work with passion, energy and have a psychological contract with the organization. These kinds of employees can play an ambassador role inside and outside of the organization. Their commitment goes often beyond expectations, and they increase the productivity and morale of those who are close to them.

2.3.4. NPS/eNPS score valuation decision (What is good NPS score?)

According to Retently, (2019), the overall *NPS or eNPS* score is measured on a scale of -100 to +100. On average, a negative score means that the organization has more detractors compared to promoters, and a positive score means the organization has more promoters than detractors on average. A positive score shows that the organization has a loyal employee who can go the extra mile, stay longer, are more innovative and productive and vice-versa for the negative score.

Figure 7:-NPS Score valuation decision

-100	<0	0-30	30-70	>70	+100
	Needs improvement	Good	Great	Excellent	

Source:Retently, 2019

2.4. Empirical Literature Review

Various studies have been conducted to investigate the relationship between Employee related benefits and employee commitment. However, none of them are not studying about the relationship between Employee value proposition and employee commitment. (Allen & Meyer,1990) has investigated the relationship between continuance commitment and employee benefits, which refers to the bond between individuals and their organization as a result of contemplating the consequences (costs) of not being committed (taking into account the alternatives to being committed). The finding of this study show that the offer of employee benefits predicts affective and continuance commitment. Furthermore, Hewitt, (2018), investigate the effect of employee value proposition on different HR practice like recruitment and retaining top talents. The finding of this study indicates that 50% of recruiters do not understand their own employer brand and 48% of employees don't know what their employer wants to be known for. As a result, 54% of companies can't retain their top performers. So that those companies were seeing a turnover rate of 150% or more in their critical positions. Another study by Glassdoor, (2018), conducted study on the impact of EVP statement on employee attraction and retention. The finding of the study shows that companies with strong, defined employer brands have a positive impact on both attraction and retention.

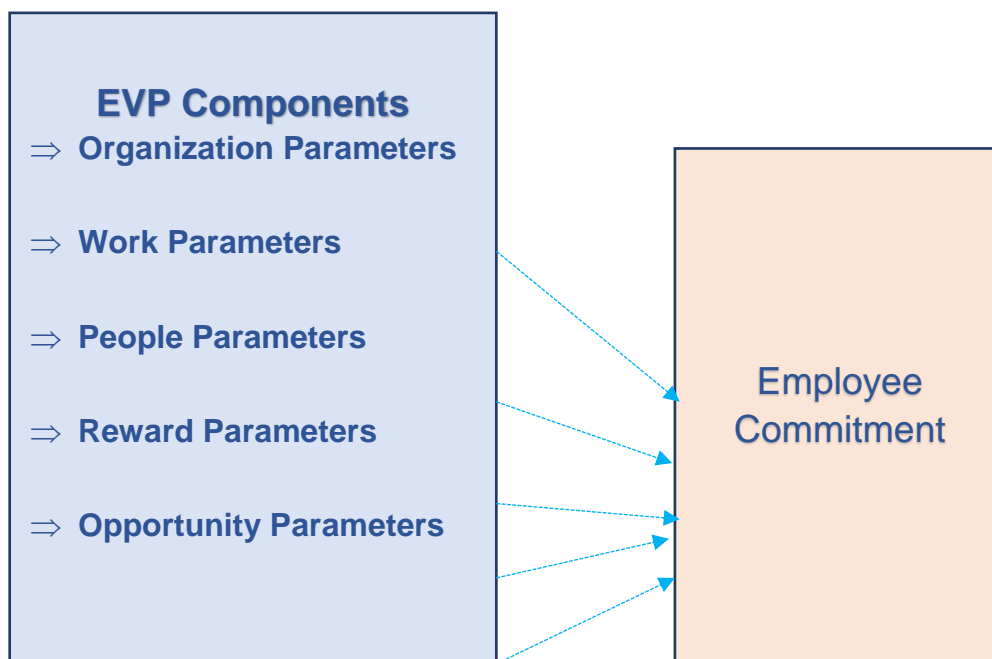
Mark (2015) has conducted a research to investigate the effect of reward practices on employee commitment in faith-based health organizations in Kakamega, Kenya. The result

of the study prevailed that there is a strong relationship between reward practices and employee commitment, and this implies that having a compelling EVP and rewarding employees based on their need(proposition) will increase the number of committed employees in the organization. The researcher in conclusion acknowledged that reward practices based on the need of the employee is a tool that can assist in building a more committed and productive workforce and can lead to greater commitment and less employee turnover. Based on these findings, compelling EVP can lead to greater employee commitment and a more stable workforce.

2.5. Conceptual Model/ Framework

The conceptual framework for this research is illustrated in the following figures by drawing the relationship between Employee value proposition and Employee commitment.

Figure 8:-Gartner Model® Conceptual Framework



Source: Corporate Executive Board, 2006

2.6. Conclusion of Literature Review and Research Gap

The review of empirical literature we have seen above mainly focused on the impacts of organizational commitment and Rewards and benefits of the employee. However, there exist literature gap on the effect of Employee value proposition on employee commitment. Thus, by considering this knowledge gap, the research will attempt to investigate the impact of employee value proposition on employee commitment. In doing so, it will fill the existing literature and knowledge gap.

Chapter Three

3. Research Methodology

The research method is the process through which researchers do their study. It demonstrates how the researchers construct the problem and objectives and provide the findings based on the data collected during the study period (Sileyew, 2019). As a result, the research technique was addressed in this section of the research paper. Accordingly, this chapter provided and explored research approaches, research design, sample design, data sources and types, data collection instrument and technique, instrument validity and reliability, data analysis method, and ethical considerations.

3.1. Research Approaches

Research approaches are plans and procedures for conducting study that incorporate the intersection of research design, philosophy, and specific methodology. There are three types of research approaches: qualitative, quantitative, and mixed approaches. The qualitative research approach entails investigating and comprehending the meaning that individuals or groups give to social or human situations. The quantitative approach is used to evaluate objective ideas by studying the relationship between variables, and the mixed approach entails collecting both qualitative and quantitative data and information and combining the two types of data. The nature of the study, the researcher's experience, and the study's audience all influence the approach chosen (Creswell and Creswell, 2018).

Considering the nature and objective of the study, the researcher adopted quantitative approach of research as this approach tests theories by examining the relationship between variables under study. In business research, quantitative research usually measures consumer behaviour, knowledge opinions or attitudes and answer questions such as how much, how often, how many and others (Kothari, 2004).

3.2. Research Design

The research design is the conceptual framework within which the research is carried out, and it serves as an outline for data collection, measurement, and analysis (Kothari, 2004).

There are different types of research design based on different criterion. According to (Cooper and Schindler, 2011). Research designs includes:

- Monitoring and control design: considering the method of data collection,
- Reporting and descriptive on the basis of purpose of the study,
- Field and laboratory design on the basis of research environment,
- Experiment and ex post facto design: based on the researcher control variable,
- Cross sectional and longitudinal based on time dimension,
- Statistical and case study on the basis of topic scope and

- Exploring and formal design: based on the degree of research question crystallization.

Kothari (2004) also defined three types of research designs as Descriptive, Explanatory and Experimental.

Descriptive Design which involves describing the characteristics of a specific individual or group,

Exploratory Design which involves formulating a problem for more precise investigation or developing working hypotheses from an operational standpoint, and

Experimental Design which involves testing the hypotheses of causal relationship between variables.

In connection with the above literature and by considering the objective of the study, the researcher adopted descriptive research design to describe the information of respondents as well as to describe the descriptive statistics of study variables, specifically for describing the nature of employee value proposition and the availability of employee value proposition and explanatory design to identify causal relationship between variables and to evaluate the effect of independent variables of the dependent variable. Additionally, this study is a cross sectional type as it was conducted at one point in time and have data collected at a single point in time.

3.3. Sampling Design/Sampling

A sample design is a predefined plan for selecting a sample from a specific population. It is a technique and methods used by the researcher while selecting items for the sample. The researcher prepares or chooses a research design that is reliable as well as suitable for their area of study (Kothari, 2004). Accordingly, the target population, sampling frame, sampling technique, sample size and sampling procedure of the study were presented and discussed as follows.

3.3.1. Target Population

The sampling design process begins with a thorough definition of the target population. The target population must be defined in terms of elements, geographical boundaries and time (Sekaran and Bougie, 2016).

Thirty banks are operation in the Ethiopian bank sector. Accordingly, the target population for this study was the employee of Ethiopian banking sector as of January 31, 2023.

3.3.2. Sampling Frame

Sampling frame is a physical representation of all the elements in the population from which the sample is drawn (Sekaran and Bougie, 2016). Due to the widespread of the networks of the branches of the banks all over the country, it is impossible to carry out this research using the whole population. Accordingly, the sampling frame for this study was drawn from

the HR data report of all employees who are working in the Head Office Organs and Special branch (big branches) of selected banks located in Addis Ababa as of January 31, 2023. The employees of those banks who are working at the head office and Special branch (big branches) were selected as a sampling frame based on the assumption that they are believed to have a better understanding of their bank's benefit culture and performance than others because they are the one who is responsible for being a role model for other employees in all aspects. Further, according to the NBE's report 2020/21 the sampling frame for this study is drawn. NBE classify Ethiopian banks as large bank (first class bank), medium banks (second class banks) and small banks (third class banks) based on their branch network and Capital. According to this classification the new bank that join the banking sector is categorized under small bank or third-class bank. The detail list of the banks based on the category is listed in the following table:

Table 2:NBE Classification of Banks based on Branch Network and Capital

1st Class bank (Large bank)	2nd Class bank (Medium banks)	3rd Class bank (Small Banks)	Remark
<ul style="list-style-type: none"> Commercial Bank of Ethiopia (CBE) 	<ul style="list-style-type: none"> Awash bank Bank of Abyssinia, Dashen bank, Coopbank and NIB bank 	<ul style="list-style-type: none"> Wegagen Bank, Hibret Bank, Lion International Bank, Zemen Bank, Oromia Bank, Bunna Bank, Berhan Bank, Abay Bank, Addis International Bank, Debub Global Bank, Enat Bank, ZamZam Bank, 	
		<ul style="list-style-type: none"> Goh Betoch Bank, Hijira Bank, Siinqee Bank, Shabelle Bank, Ahadu Bank, Tsedey Bank, Amhara Bank, Gadaa Bank, Sidama Bank, Rammis Bank, Omo Bank and Tsehay Bank 	New banks emerged after classification

Source: own constructed, 2023

Thus, considering the above facts Commercial bank of Ethiopia (CBE) from the first class, Awash, Bank of Abyssinia (BoA), Coopbank, Dashen and NIB Bank from the second class are selected for this study purpose and from the third-class banks Wegagen, and Hibret banks are selected randomly considering their exposure and their current competition in the industry by assuming that the result from these sampled banks are represents all banks in Ethiopia.

According to the data the researcher obtains from these banks, there were 7090 permanent employees who are working at Head Office Organs and special branches and the population of the selected bank is divided into the following categories: Managerial and Administrative (top level Management), Managerial and Supervisory, Professional, Semi-Professionals, and Manual and Custodial. This is because top level and manual and custodial employees do not value similar benefits from their banks. The detail of the population is seen in the following table.

Table 3: Target Population

List of Private Bank's	MA	MS	P	SP	MC	Total
Commercial Bank of Ethiopia (CBE)	102	501	795	906	56	2360
Awash International Bank (AB)	65	113	356	312	32	878
Dashen Bank (DB)	87	153	268	299	14	821
Cooperative Bank of Oromia (CBO)	98	172	301	336	3	910
Bank of Abyssinia (BoA)	72	126	221	246	0	665
Hibret Bank (HB)	79	139	244	272	0	734
Wegagen Bank (WB)	31	55	97	108	13	304
NIB Bank (NIB)	45	79	139	155	0	418
Total	579	1338	2421	2634	118	7090

Source: own computation, 2023

MA=Managerial and Administrative, MS= Managerial and Supervisory, P=Professional, SP=Semi-professionals, Manual and custodians.

3.4. Sample Techniques and Sampling Size

3.4.1. Sampling Techniques

Sampling is the process of selecting a small group (a sample) from a larger population (the sampling population) to serve as the basis for estimating or predicting the prevalence of an unidentified piece of information, circumstance, or outcome with relation to the larger population (Kumar, 2011).

For this study, the researcher uses simple random and area sampling to collect the required data. First, the area sampling method was chosen because the bank's employees are dispersed throughout the country and working in different region of the country. Area sampling is appropriate when the primary sampling unit represent a cluster of units based on geographical area Kothari (2004).

In accordance with this, the study's entire population was split into six areas: Head Office area, Addis Ababa area (excluding Head Office), Northern area, Western area, Southern area, and Eastern area samples. Following this structure, the sampling frame for the Head Office area and Addis Ababa area (excluding Head Office), was selected. The researcher utilized simple random sampling to select the objects contacted after choosing the Head Office Area and Addis Ababa area. Simple random sampling also called as unrestricted probability sampling, is used when a partial population list is available since it has the lowest bias and provides the greatest degree of generalizability than other sampling methods (Sekaran and Bougie, 2016).

According to Kothari (2004), Simple random sampling design is better than other methods of design because the sample chosen by this method will be composed and have the same characteristics as the population, and because we can measure the estimation error or significance of the results obtained by using this method.

3.4.2. Sampling Size

According to Kothari (2004), during deciding the sample size for the research, the researcher should consider the nature of the universe, the availability of finance, the nature of the study, the number of proposed classes, the type of sampling, the standard of accuracy and acceptable confidence level, and other factors. The researcher employed Taro Yamane (1967) sample determination formula by assuming confidence level of 95% and margin of error $\pm 5\%$.

$$n = \frac{N}{1 + N * (e)^2}$$
 Where, n - The sample size, N - The population size and e- acceptable sampling error (5%). The sampling size from the selected bank is discussed by considering the job category of the employee. As a result, n=sample size from each bank, n1 =sample size for Managerial and Administrative job category, n2= sample size for Managerial/supervisory job category, n3= sample size for Professionals job category, n4= sample size for Semi-professionals job category, n5= Manual and Custodians job category as the Top level employee and Manual and custodians does not value similar brands from their employers. For more detail of the sample size determination calculation refer annex 4.

Accordingly, the total population and the sample size from the selected bank has summarized in the following table. So, the total sample size for this study is the summation of (CBE+ AB+ DB+ CBO+ BoA+ NIB+HB+ WB).

Table 4:-summary of Sample Size Determination from the selected banks

No	List Bank's	Total Population						Total Sample					
		MA	MS	P	S	MC	Total Popula tion	MA	MS	P	S	MC	Total Sample
1	CBE	102	501	795	906	56	2360	15	73	115	131	8	342
2	AB	65	113	356	312	32	878	20	35	11	98	10	275
3	DB	87	153	268	299	14	821	29	50	88	98	5	269
4	CBO	98	172	301	336	3	910	30	53	92	103	1	278
5	BoA	72	126	221	246	0	665	27	47	83	92	-	250
6	NIB	79	139	244	272	0	734	28	49	86	96	-	259
7	HB	31	55	97	108	13	304	18	31	55	61	7	173
8	WG	45	79	139	155	0	418	22	39	68	76	-	204
	Total	579	1338	2421	2634	118	7090	188	377	699	755	31	2,050

Source: own computation, 2023

3.5. Data Source and Types

Both primary and secondary data sources were utilized to collect data for this study. As stated by Cooper and Schindler (2011), primary data are original work of research or raw data without interpretation or pronouncements that represent an official opinions or ideas. For this study purpose primary data was collected from employees of the selected banks through closed ended questionnaire. Secondary data is information which is already exist in other sources and that can be extracted for specific purposes (Kumar, 2011). Secondary data used in this study were collected from published and unpublished journal articles, books, and internet.

3.6. Sampling Method

Generally, we do have two types of sampling methods: probability and nonprobability sampling. Probability sampling is based on the concept of random selection, that is each population element is given non-zero probability of selection. This type of sampling includes simple random sampling, complex random, systematic cluster, stratified and double. In non-probability sampling each member of a population does not have a known chance of being included. Convenience, purposive, judgement, quota and snowball are typical examples of probability sampling (Cooper and Schindler, 2011).

For the purpose of this study the sampling process was based the NBE classification and then simple random sampling were utilized to select respondents for data collection. National Bank of Ethiopia (NBE) classifies Ethiopian Banks into first-class bank, second-class banks, and third-class banks considering their assets, revenues, and capital. The only bank categorized

in the first-class bank is Commercial Bank of Ethiopia (CBE) and the second-class banks are Awash Bank, Bank of Abyssinia (BoA), Dashen Bank, Cooperative Bank of Oromia (Coopbank) and Nib Bank (NIB) and the remaining banks are classified as third-class banks. Thus, considering the classification of the NBE, First and all second-class banks are selected and from the third-class banks considering their experience, exposure and their current competition in the industry Wegagen, and Hibret banks are randomly selected for this study.

3.7. Data Collection Method

For the purpose of this study, the researcher has collected primary data from the target group using personally administered questionnaires. The questionnaire was prepared in a way that achieves the objective of the research and has three parts. Items used to measure employee value proposition were adopted from Gartner Model®, (2019), whereas for the case of employee commitment, Allen and Meyer's (1990) instrument designed for organizational commitment was used. (The questionnaires are annexed herewith).

Additionally, comments and recommendations of the advisor were incorporated in the preparation of the final instrument. The first part of the questionnaire was designed to collect the personal and other information of respondents. The second part deals with collecting information about EVP and the questions were designed in closed-type and the responses were given in five-point Likert scale of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1), The third part of the questionnaire dealt with employees' commitment of the banks and the questions were closed-type and responses were measured on a 10-point scale ranging from 1=not at all likely to 10=extremely likely

After the approval of the questionnaire by the advisor, the final comments were incorporated in the designing of the final questionnaire and the final questionnaires were printed and distributed to a sample group to collect data.

3.8. Validity and Reliability of Instrument

Prior to the analysis of the effect of employee value proposition on employee's commitment, the researcher undertook to check the validity and reliability of the data collection instrument.

3.8.1. Validity Test

According to Kothari (2004), validity is the measure of the extent to which an instrument measures what it is supposed to measure. There are three types of validity to be checked by the researcher in research; these are content validity, criterion validity, and construct validity. The first criterion-related validity is deals with the consistency of the questions with the responses intended by the researcher. This validity is assured by structuring the questionnaire

according to the specific objectives. The second form of validity is content validity, which is the ability of an instrument to gather the data required for the analytical techniques suggested. It is the extent to which an empirical measurement reflects a specific domain of content. This is assured using close ended questions to avoid irrelevant answers. Finally, the third construct validity is assured by rearranging the questions according to the comments of the respondents in order to keep the flow of questions (Sekaran and Bougie, 2016).

Accordingly, to ensure the validity of the instrument used in this study, different activities were undertaken. Instruments used to measure the independent and dependent variables were adopted from developed model. This indicates that the instruments were already tested. Instrument used to measure dependent variable was developed after extensive review of the instruments of studies made on similar area. Numerous discussions have been made with the advisor while designing of this instrument. After the approval of the questionnaire by the advisor, pilot test has been conducted to increase the clarity and validity of the instrument. Then, the final questionnaire was edited by incorporating the comments obtained from respondents of the pilot test, and after proofreading was made. And after passing all these processes, the final questionnaires were printed and distributed to the target sample on a full-scale basis to collect the data.

3.8.2. Reliability Test

Reliability is the ability of an instrument to measure consistently things it is designed to measure. Different techniques can be employed to measure the reliability of instruments; split-half, Cronbach's alpha, Parallel, Strict Parallel, Guttman and items analysis (Robert, 2014). Cronbach's alpha is the most widely used and objective measure of instrument's reliability. Cronbach's alpha coefficient measures the internal consistency, or reliability, of a set of survey items. Use this statistic to help determine whether a collection of items consistently measures the same characteristic. It quantifies the level of agreement on a standardized 0 to 1 scale. The higher Cronbach's alpha values the higher agreement between items. The acceptance value of Cronbach's alpha is ranging from 0.70 to 0.95 (Tavakol and Dennick, 2011).

Furthermore, (Zikmund et al., 2010), describe in detail the acceptable rate of Cronbach's alpha as follows :

- ✓ If the Cronbach's alpha value is greater than 0.95 the internal consistency for the measured items is Excellent.
- ✓ If the Cronbach's alpha value is between 0.80 to 0.95 the internal consistency for the measured items is very good.

- ✓ If the Cronbach's alpha value is between 0.70 to 0.80 the internal consistency for the measured items is good.
- ✓ If the Cronbach's alpha value is between 0.60 to 0.70 the internal consistency for the measured items is Fair.
- ✓ If the Cronbach's alpha value is less than 0.60 the internal consistency for the measured items is Poor.

Accordingly, the reliability test result for this study as per the international standard of the reliability testing point of scale using Cronbach alpha stated above is described in the following table:

Table 5:- Reliability testing result

Reliability Statistics		
Variables	Cronbach's Alpha	Number of Items
Employee Value Proposition	0.935	40
Employee Commitment	0.837	23

Source: SPSS output of the primary data

3.9. Ethical Considerations

As a researcher it is important to consider the rights and interests of all stakeholders involved, including research participants, researchers, and the general public. This includes considering and minimizing any potential risks when conducting research, such as risks to participants' privacy, safety, and wellbeing, and risks to researchers' reputations. It is also important to ensure that the research is conducted in a manner that is respectful, lawful, and consistent with the ethical principles of autonomy, beneficence, non-maleficence, and justice. Additionally, researchers should ensure that their data is collected, stored, and used in a secure and confidential manner, and that participants are informed of their rights and given the ability to withdraw their data from the research at any time.

3.10. Method of Data Analysis

Once the data is collected, the researcher aims to analyse it using descriptive statistics such as average, and percentages to assess the availability of Gartner Model®, (2019), EVP attributes in the selected banks and their impact on employee commitment, the questionnaire that captures the employee perception towards the item will be utilized for this purpose. And in analyzing the data, descriptive statistics such as average, and percentages and reliability analysis test (to check the validity and reliability of questionnaires) aimed to utilized. For Employee value proposition, in order to decide the level of availability of the

EVP items and with its impact, the standard average valuation decision has been converted into percentage values as per the decision rules presented in the following table;

Table 6: Percentage Valuation Decision rules

Percentage Values	Decision
$X > 84\%$	Very High
$68 > X \leq 84\%$	High
$52 > X \leq 68\%$	Moderate, needed to be improved
$36 > X \leq 52\%$	Questionable (low), prior to be improved
$X \leq 36\%$	Very Low

**Where X is an average availability of EVP attributes items in the selected banks

Source: Gartner Model®, (2019)

Moreover, for the employee commitment parameter, in order to decide the commitment level of the employee at the selected banks, the standard have been evaluated and the valuation decision has been utilized as per the below decision rule;

Table 7: Employee Commitment level Decision Rule

<i>Not at all likely</i>			<i>Neutral</i>				<i>Extremely likely</i>			
0	1	2	3	4	5	6	7	8	9	10
Detractor				Passive				Promoter		

Source: Reichheld, (2003)

Furthermore, for the employee satisfaction parameters to decide the satisfaction level of the employee at the selected banks, the result is converted to valuated out of 100 and the decision rules presented here below has been used;

Table 8: Employee Satisfaction level Decision Rule

-100	<0	0-30	30-70	>70	+100
Needs improvement		Good	Great	Excellent	

Source: Retently, 2019

Chapter Four

4.1. Data Presentation, Analysis, Interpretation and Discussion

As indicated in the methodology part, the survey results and discussion are presented, analyzed and discussed based on the score that was given by the respondents on the intended attributes items. Accordingly, the result and discussion of what the banks offers to their employees and what employees expect by overall and group (attributes) and its effect on employee commitment are presented in this chapter; In line with this after the data have been collected through questionnaires, they were checked whether they are properly filled or not and fitted for data analysis priory to the commencement of the data analysis. Those which were not properly filled, or the outliers are discarded and not included from the analysis. Those properly filled were coded in the SPSS-Statistical Package for Social Science version 26 for subsequent data analysis.

Accordingly, the distributed questionnaires for this analysis over the selected eight banks based on the job category of the employee was 2050 asper sample size formula⁵. However, the response collected from the distributed questionnaires' was 1,947 with the response rate of 94.99%. In line with this idea Gordon (2002), state that If the response rate of a given data was 60% it is marginal, if the response rate is 70% it is reasonable, if it is 80% the response rate is considered as is good and if the rate is 90% and above it is excellent. Therefore, in this study, a response rate of 94.99% which is excellent.

4.1.1. Demographic Characteristics and other Information of Respondents

Table 9: Demographic Analysis

Variable	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	1641	84.3	84.3	84.3
	Female	306	15.7	15.7	100
	Total	1947	100	100	
Age	18-28	717	36.8	36.8	36.8
	29-39	907	46.6	46.6	83.4
	40-50	81	4.2	4.2	87.6
	51-60	211	10.8	10.8	98.4
	>60	31	1.6	1.6	100
	Total	1947	100	100	
Educational Level	Diploma	20	1	1	1
	Degree	1517	77.9	77.9	78.9
	Masters	407	20.9	20.9	99.8
	PHD	3	0.2	0.2	100
	Total	1947	100	100	

⁵ The sample proportionate were calculated using the Taro Yamane (1967) sample size determination formula

Work Experience	<1 Year	234	12.1	12.1	12.1
	1-3 Years	571	29.3	29.3	41.4
	4-6 Years	570	29.3	29.3	70.7
	7-9 Years	359	18.4	18.4	89.1
	>10 Years	213	10.9	10.9	100
	Total	1947	100	100	
Job Category	Manual and Custodial	31	1.6	1.6	1.6
	Semi-Professionals	717	36.8	36.8	38.4
	Professionals	657	33.7	33.7	72.1
	Managerial and Supervisory	359	18.4	18.4	90.5
	Managerial and Administration	183	9.5	9.5	100
	Total	1947	100	100	

As seen from the following table 84.3% of respondents are male and 15.7% of the respondents are female, this indicates that the majority of the participant in this study was male employees. Regarding the age of respondents, the employees whose age was from 29-39 covers 46.6% and whose age was from 18-28 counts for 36.8% accordingly, 83.4% of the respondents are below 40 years, while employees whose age was above 50 years was 10.8% plus 1.6% this indicates that the banking sectors is dominated by youngsters (millennials).

The employee who had served their banks for between one- and three-years accounts for 29.3%, and those who have served for four to six years also accounts for 29.3%, followed by those who have served for seven to nine years which accounts for 18.4%. From the respondent those who served their banks for less than one year's accounts for 12.1% and those who served their banks for more than ten years are account for 10.9%. From this we can believe that the respondents are better experienced and have a better understanding about their banks. Regarding to the educational Level of respondents, majority of the respondents were First (BA) degree holders which accounts for about 77.9% of respondents and then followed by master's degree holders which accounts 20.9% and only 1% of the respondents have Diploma holders and 0.2 percent of the respondents have PHD. From this we can understand that the majority of the respondents have achieved a higher education and as a result it is believed that they can read and understand the data collection instruments.

Finally, As seen from the above table, From the total respondents Manual and custodians accounts for only 1.6 percent, Managerial and Administrative accounts for 9.5 percent, Managerial and Supervisory employees accounts for 18.4 percent, 36.8% of the

respondents are Semi-professionals followed by Professionals job category which accounts for 33.7%. Because they have a direct line of communication with the banks' Customer, employees assigned to these job categories are essential to the banking industry. For the sake of their own profitability, their employer must understand the factors that drive these employees' motivation and their level of commitment as well. Furthermore, the when we see the respondents job category, the majority of the respondents the Professionals and supervisory level employee this indicate that they have better insight of their banks, working culture and their reward policy and procedures.

4.2. The overall result of Ethiopian banks Employee Value Propositions

The Nature and availability of employee value parameters has been checked by using the decision rule developed by Gartner Model. The decision rule has been detailed in the following table

Table 10: Decision Rule of Gartner Model

Percentage Values	Decision
$X > 84\%$	Very High
$68 > X \leq 84\%$	High
$52 > X \leq 68\%$	Moderate, needed to be improved
$36 > X \leq 52\%$	Questionable (low), prior to be improved
$X \leq 36\%$	Very Low

**Where X is an average availability of EVP attributes items in the selected banks

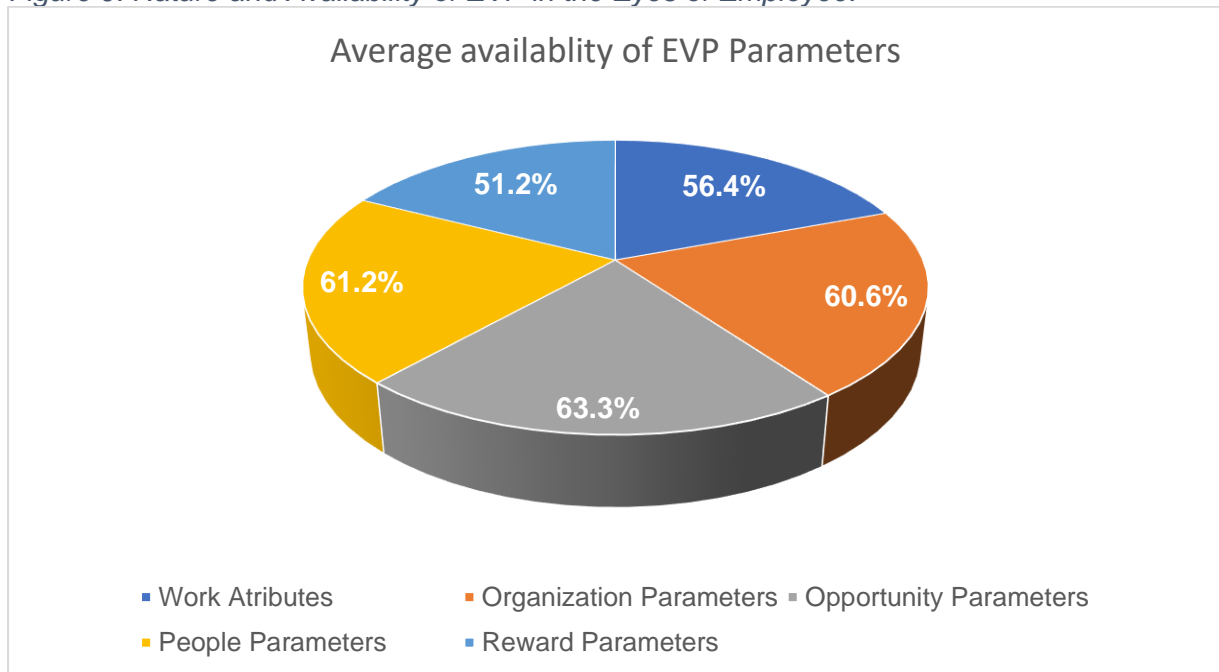
Source: Gartner Model®, (2019)

4.2.1. Result for the nature and Availability of EVP

Overall the study show that the employee of the Ethiopian banking sectors perceive that the banks are focusing on opportunity (63.3%) and peoples (61.2%) attributes. Therefore, from the employees' point of view the nature of employee value proposition is focused on the non-financial (Reward)parameters as the reward parameter rated lower and the availability of reward parameter is low when we compared to the other parameters.

According considering the assessment result in the below figure 9 and comparing it with the Gartner model's decision rule, Overall the average availability of Reward Parameter was rated lower, which accounts only 51.2% in the industry. This indicates that this parameter is under questionable and it should be one of the top agendas for the management of the banking sector and need immediate improvement.

Figure 9: Nature and Availability of EVP in the Eyes of Employee.



Source: Survey result, and own construct, 2023

Moreover, the result for Work parameter 56.4%, Organization Parameters 60.6%, People Parameters 61.2% and Opportunity Parameters 63.3 % all are rated above 52% of the Gartner decision rule which indicate that all these parameters are considered as Moderate but needed to be improved for the future.

4.2.2. Result of the nature and Availability of EVP from employee’s perspective

Furthermore, it is also important to see the nature and availability of EVP by considering the Job Category of the employee as Managerial and Administrative(MA), Managerial and Supervisory(MS),Professionals(P),Semi-Professionals(SP) and Manual and Custodians(MC) since the top level or managerial and Semi-professionals does not value similar Employee value proposition from their organization and uniform offer doesn’t attract all category of the employee in the industry.

Accordingly, when we see survey result from the below table 12 on average the Manual and Custodian (MC) employee perceive that the availability of EVP parameters is very low (32.8%). This indicate that the offers provided for these categories is considered as questionable and need immediate improvement. For Professional(P) and Semi-professional (SP) job category employees on average the result show that it is moderate 57.4 Percent and 57.9 Percent respectively. However, the result from the reward parameters of these category employee (45.8%) and (48.8%) show that it is very low and questionable.

Table 11: Nature and Availability of EVP in the Eyes of Employee by Job Category

Industry Average of EVP Parameters	MA (%)	MS (%)	MC (%)	P (%)	SP (%)	All Job Category (%)
Work Parameters	65.4%	63.3%	34.1%	60.3%	59.1%	56.4%
Organization Parameters	64.3%	62.4%	32.8%	60.5%	59.3%	60.6%
Opportunity Parameters	69.0%	67.4%	30.7%	60.9%	62.3%	63.3%
People Parameters	66.9%	64.2%	35.8%	59.3%	60.0%	61.2%
Reward Parameters	61.0%	60.6%	30.4%	45.8%	48.8%	51.2%
Average Availability	65.3%	63.6%	32.8%	57.4%	57.9%	

Source: Survey result, and own construct, 2023

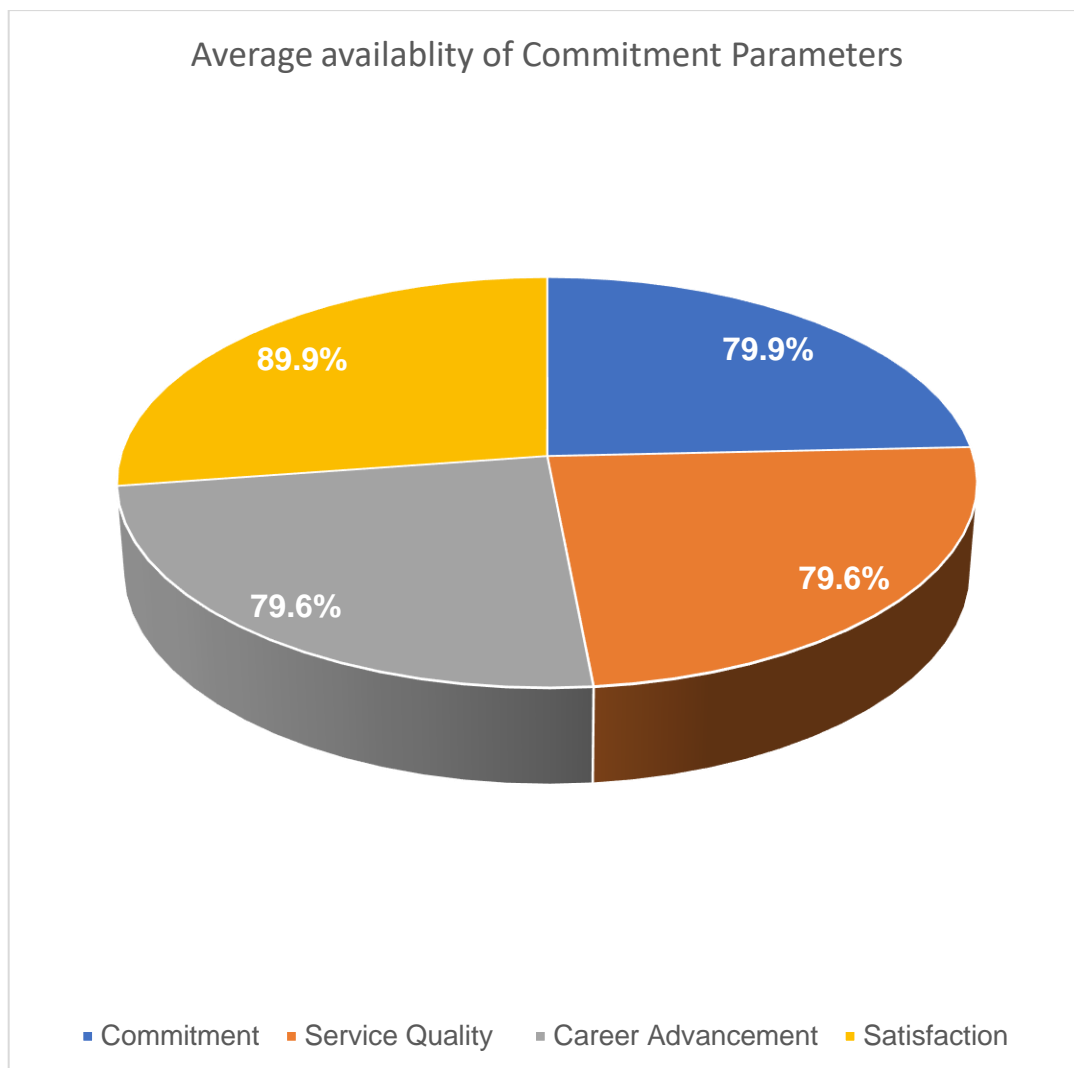
Moreover, Managerial and Administrative as well as Managerial and Supervisory employee perceive that the employee value proposition offered by their employers are moderate 65.3% and 63.6% respectively. However, the Managerial and Administrative category employee perceive that the Opportunity parameters in the industry is high with 69.0 Percent. This indicates that the lower level employee perceives that the employee value in the bank is low and the management level employee perceive that the employee value in their banks are moderate. Regarding the nature of employee value parameters Opportunity parameters rated 63.3 percent, Peoples Parameters rated as 61.2 Percent and Organization Parameters rated as 60.6 percent indicates as the industry's EVP is dominated by these three parameters relatively. Therefore, the banking sector should focus on the reward parameters (Compensation, Health benefit, retirement benefit and Vacation) and Work Parameters (Business Travel, Innovative Work, Job-Interest Alignment, Level of Impact, Location, Recognition and Work-life Balance) to increase the commitment level of their employee.

4.3. Commitment analysis, Interpretation and Discussion

To evaluate the commitment level the assessment result evaluated using the mean percentage of the respondents. Accordingly, over all the commitment level of the employee of the Ethiopian banking sector was presented as follow:

From the below figure we see that from the commitment parameters the satisfaction parameters are highly rated and score high result. This show that employees of Ethiopian banking sectors are enjoy their current work, they are satisfied with their responsibility, with their encouragement to do interesting and challenging things at work and with the credit given to them encouraged to do interesting and challenging things at work.

Figure 10: Result for employee Commitment



Source: Survey results, and own computations, 2023

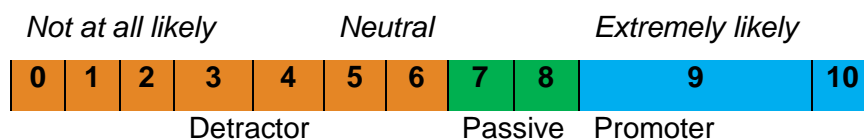
From the above figure on average, the satisfaction parameter in the banking sector rated very high with the total average score of 89.9% and commitment parameters rated as 79.9%, service quality and career advancement are rated as 79.6% respectively.

This indicates that the employees in the banking sectors are satisfied with their current employment, however this does not indicate the commitment of the employees. Similarly, this survey finding is supported by Davis, (2015) employee satisfaction is a measurement of employee's happiness with their current job and this does necessary mean that they will loyal to their organization.

4.3.1. Employee Net Promoter score

To check the employee loyalty the widely and commonly used tool is Employee Net Promoter score (eNPS). NPS is a metrics applied to measure workforce commitment (engagement + Satisfaction). The concept of NPS was originally developed by Reichheld, (2003). It also provides insight on organization turnover, productivity, and other performance indicators. Further, it identifies problem areas and strategies for improvement. Therefore, to check whether the current available EVP has the power to create employer branding and the level of commitment in the Ethiopian banking sector, question was asked and distributed to the respondents. From the list of questions one of the questions says that “On a scale from 1 to 10, how likely would you recommend your team as a place to work to a family member or a friend?” this question is key to understand how the employee are committed to their organization and the answers given has been organized into three groups of detractors, passive and promoter. The detail commentaries of the scores are presented as follows;

Figure 11: Groups of NPS score



Source: own construct, 2023

According to Reichheld, (2003).

Detractors (1-6): are those employees who have low motivation and have no commitment, they are disconnected from their bank. These kinds of employees are actively disengaged employees (unsatisfied, unenthusiastic and toxic employees). They drastically reduce the performance and effectiveness of their bank. Occasionally, perhaps when they got a chance, they express a negative opinion about their bank.

Passives (7-8): are those employees that are happy and satisfied with their bank but have a low commitment to exert discretionary efforts. They use time and energy in carrying out their roles and responsibilities, but they lack a passion to do the job. Their performance is not low but if they see that the problems in the bank are not solved effectively, there is a high likelihood of joining a detractor.

Promoters: are those employees that work with passion, energy and have a psychological contract with their bank. These kinds of employees can play an ambassador role inside and outside of the business. Their commitment goes often beyond expectations and they increase the productivity and morale of those who are close to them.

4.3.2. Result and Discussion of ENPS score

In order to check the willingness of the bank employee of whether they recommend the bank to friends and acquaintances, a survey question presented above were asked. Among respondents, a total of 1947 responses are taken as valid and reliable for the analysis. Accordingly, the survey result is presented hereunder;

Table 12: Employee net promoter score result

Bank	Detractor	%of Detractor	Passive	% of Passive	Promoter	% of Promoter	Total
AB	32	13%	142	57%	77	31%	251
BoA	29	12%	134	55%	80	33%	243
CBE	38	12%	173	55%	102	33%	313
CBO	32	12%	133	49%	108	40%	273
DB	28	11%	120	48%	100	40%	248
HB	13	8%	104	63%	47	29%	164
NIB	24	10%	168	67%	60	24%	252
WB	20	10%	145	71%	38	19%	203
Grand Total	216	11%	1119	57%	612	31%	1947

Source: Survey results, and own computations, 2023

From the above table we can see that from the total of 1947 respondents 216 (11%) are detractors and have low motivation, have no commitment and vampires for their banks. Therefore, the employers are responsible to manage these groups otherwise it is difficult to go forward with those employee as they attract the passive employee to join this group. 1119(57%) are passive and happy and satisfied with their bank however they have a low commitment to exert discretionary efforts and if they recognize that if the problem of their bank is managed effectively and timely, they will become detractor and 612(31%) are promoters and goes beyond expectations to work for their banks and have a psychological contract with their bank. From the industry a large number of detractors (13%) are from Commercial bank of Ethiopia and the large number of promoters are ate Cooperative bank of Oromia and Dashen Bank with (40%) as seen from the above table.

Accordingly, the employee net promoter score is calculated in the following manner; the Percentage of promoters are 31 % and the percentage of detractors are 11%. Therefore, the Net Promoter Score for the banking sector

$$\text{Net Promoter Score} = \% \text{Promoters} - \% \text{Detractors}$$

Accordingly, the result is;

$$eNPS = 31\% - 11\%$$

$$eNPS = +20\%$$

Compared to the Satmetrix, (2018), survey, on average the banking industry *eNPS is positive 35 percent*) which indicates that the Ethiopian banking sector score is the less which indicates that the employee of the Ethiopian banking sectors are not committed for the bank and if they get a better chance they will leave their current work environment. The result demonstrates that, in the bank, the majority of employees are satisfied are satisfied but, uncommitted and ineffective. As a result, they are neutral to recommend their bank to their relatives. Further, the result suggests that in the bank, the available employee values will not create an employer branding through existing employees. Therefore, the survey result suggests that there is a lot of situations to be addressed in the bank in order to be recommended as a greater place to work or employer selection. Specifically, the banking sectors has to strengthen the current EVP or design and deliver a compelling EVP for the employees to be recommended as a great place to work.

4.3.3. Employment Experience Satisfaction Score

In order to check whether the employees are happy with their experience at their banks, from the list of question asked in the satisfaction parameter, “how you are satisfied with the work you do now in your bank?” The question is asked based on the rationale that, satisfied employees can not only be retained but also, can play an ambassador role in promoting the bank to internal and external stakeholders which show their commitment. From the below table we can see that on average only 1 percent of the respondents are dissatisfied and 98 percent of the respondent are more than neutral which means 98 percent of the respondents are (somewhat satisfied+ Satisfied+ Highly Satisfied). There was no dissatisfied employee with their current experience Awash, Bank of Abyssinia, Cooperative Bank of Oromia, Dashen Bank, Hibret Bank and Nib Bank. Contrary to this 3 percent and 4 percent of the employees at CBE and WB are dissatisfied employee with their current experience.

Table 13 Banking Industry Satisfaction Level

Bank List	Dissatisfied	highly Satisfied	Neutral	Satisfied	Somewhat Satisfied
AB	-	45%	1%	28%	25%
BoA	-	42%	-	25%	33%
CBE	3%	50%	-	25%	22%
CBO	-	44%	-	28%	28%
DB	-	42%	-	33%	25%
HB	-	24%	-	24%	52%
NIB	-	41%	-	18%	41%
WB	4%	32%	-	27%	37%
Industry Average	1%	41%	-	26%	31%

Source: Survey results, and own computations, 2023

Accordingly, the result shows that though the majority of employees are satisfied, they will not be loyal as the satisfaction reflects their current attitude towards employment packages provided by the bank. According to Davis, (2015), employee satisfaction is a measurement of employee's happiness with their current job. This happiness is measured with the satisfaction of vacation time, bonus opportunities and work-life balance. Whereas, employee loyalty is an organizational citizenship behavior that reflects the allegiance to the organization to the promotion of its interests and image to the outsiders (Court et al., 2001). According to them, employee loyalty is fundamentally, an emotional attachment (i.e. the sum of employee attitude and behavior-what they feel and manifest internally and externally about the bank to peers, friends, customers and the general public). So, while loyal employees are satisfied with their jobs, satisfied employees are not necessarily loyal to their banks. In line with this, the result also reveals that the dissatisfied and somewhat satisfied employees will be the first to quit their bank to get more robust compensation and benefits, future career opportunities, work-life balance, and recognition as the bank weakly provides these items relative to other items. As a result, this could affect the productivity, retention, attraction, and commitment level of the banking industry. therefore, the employers have to take immediate action towards the items that were rated as low and very low by the employees.

4.3.4. Correlation Analysis

Correlation analyses are conducted to investigate the strength of an association and the direction of the relationship (no relationship, positive relationship, and negative relationship) between two variables (Chen and Popovich, 2002). Pearson correlation (commonly called Pearson Correlation Coefficient) is used for the study to investigate a relationship between Employee value proposition and employee commitment.

The value of Pearson product-moment correlation coefficient (r) normally varies between -1 to +1. The sign indicates whether there is a positive correlation (as one variable increase, other also increase) or negative correlation (as one variable increase, other decrease). As per the correlation coefficient interval suggested by Hazra and Gogtay (2016), a correlation coefficient of greater than 0.7 is considered as strong correlation, between 0.5 and 0.7 is considered as good correlation, between 0.3 and 0.5 is considered as fair or moderate correlation and those correlation coefficients of less than 0.3 are considered as poor correlation by ignoring the sign of the correlation coefficient. The results of correlation analysis between employee Value proposition and employee commitment and Job Satisfaction and Employee Commitment are depicted in the following tables.

Table 14: Correlation analysis Matrix

Correlation		Commitment Parameters
Organization Attributes	Pearson Correlation	.977**
	Sig. (2-tailed)	.000
	N	1947
Work Attributes	Pearson Correlation	.706**
	Sig. (2-tailed)	.000
	N	1947
Opportunity Attributes	Pearson Correlation	.496**
	Sig. (2-tailed)	.000
	N	1947
People Attributes	Pearson Correlation	.492**
	Sig. (2-tailed)	.000
	N	1947
Reward Attributes	Pearson Correlation	.268**
	Sig. (2-tailed)	.000
	N	1947
Commitment Parameters	Pearson Correlation	1
	Sig. (2-tailed)	
	N	1947

Source: Researcher’s survey output, 2023

The above correlation analysis results found the relationship between Employee value proposition attributes with employee commitment is defined as follow;

Relationship between Employee value proposition attributes with employee commitment:

- There was large and strong positive relationship was observed between *Organization* attributes and employee commitment (r =.977, P=0.00).
- There was large and strong positive relationship was observed between *work* attributes and employee commitment (r =.706, P=0.00).
- There was moderate (fair) positive relationship between *opportunity* attributes and employee commitment (r =.496, P=0.00)
- There was moderate positive relationship between *People* attributes and employee commitment (r =.492, P=0.00) and

- There was a poor relationship between *reward* and employee commitment with ($r = .268, P=0.00$).

Accordingly, all EVP attributes have a statistically significant relationships with employee commitment as the significance level (p-value) for all attributes are less than 0.05

4.3.5. Assumptions to test Regression

Before conducting the linear regression analysis, it is must to performed test of the assumptions of the classical linear regression model (Normality, Multicollinearity, Homoscedasticity, Autocorrelation/Independent errors, and Linearity) so as to ensure that the assumptions were not violated.

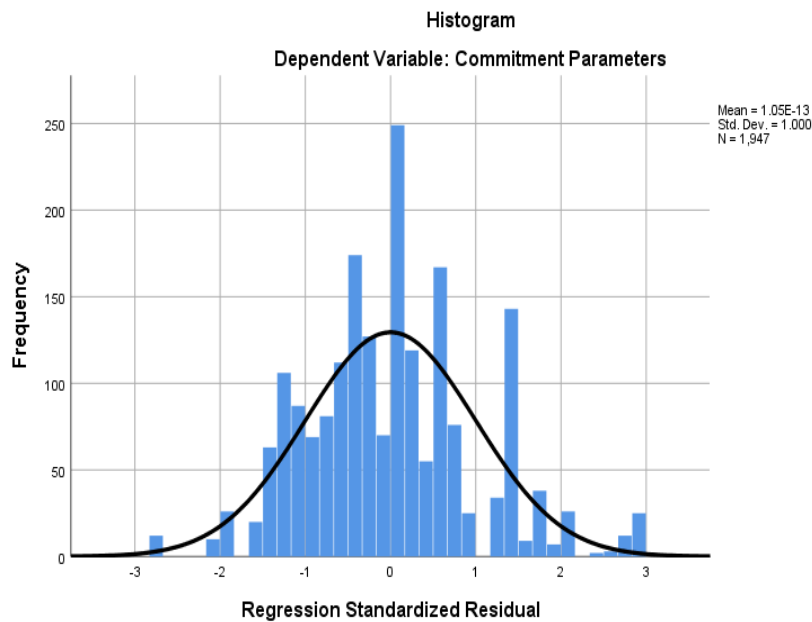
4.3.6. Normality Assumption

Regression analysis assumes that data are normally distributed. Normality distribution assumes that error terms follow a normal distribution. There are many techniques used to test this assumption in literature. Among these are histogram and normal probability plot of standardized residuals (Kelley and Bolin, 2013).

The histogram is the simplest way of visually checking normality. It compares the observed actual data values with the distribution approximately normally distributed. If the distribution is

normal, the histogram is reasonably symmetric (the two sides of the histogram appear as a mirror image of each other) (Peck et al, 2016). In the histogram figure of this study, the actual data are approximately normally distributed, and the data distribution is found between -3 and + 3. So, the normality criteria were fulfilled.

Figure 12: Normality test



Source: Researcher's survey output, 2023

4.3.7. Multicollinearity

Multicollinearity occurs when independent variables are highly correlated with one another (Brooks, 2014). Sekaran and Bougie (2009), discussed that Variance Inflation Factors and Tolerance values are the two most widely used methods of identifying Multicollinearity. According to them, the acceptability of Multicollinearity is when the Variance Inflation Factor is above 0.1 and Tolerance Value is below 10. In the collinearity statistics table 16 the Variance Inflation Factor (VIF) of variables for Organization Attributes is 2.429, Work Attributes 2.442, Opportunity Attributes 2.475, People Attributes 2.562 and Reward Attributes 1.411, which is far below the maximum acceptability value of 10. Similarly, the Tolerance value of the Organization Attributes is 0.412, Work Attributes 0.409, Opportunity Attributes 0.404, People Attributes 0.390 and Reward Attributes 0.709, which is above the minimum acceptability value of 0.1. Therefore, there is no Multicollinearity among the variables.

Table 15: Multicollinearity test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.080	.035		200.300	.000		
	Organization Attributes	.080	.016	.173	5.076	.000	.412	2.429
	Work Attributes	.014	.014	.034	.997	.319	.409	2.442
	Opportunity Attributes	-.028	.012	-.078	-2.277	.023	.404	2.475
	People Attributes	.016	.012	.044	1.270	.204	.390	2.562
	Reward Attributes	.070	.012	.155	5.979	.000	.709	1.411

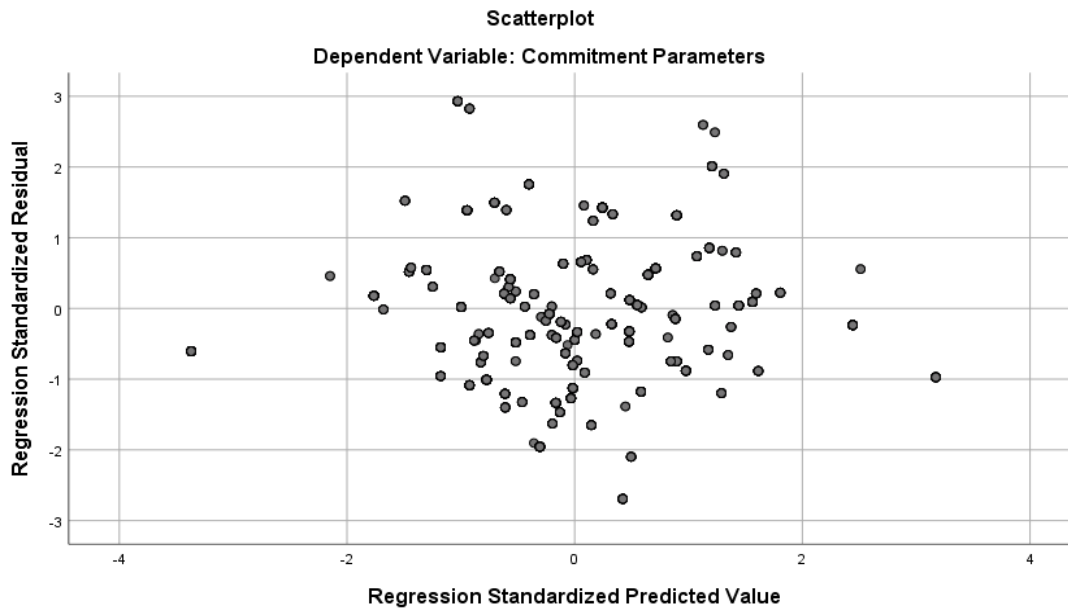
a. Dependent Variable: Commitment Parameters

Source: Researcher's survey output, 2023

4.3.8. Homoscedasticity

Hair et al (2010) pointed that homoscedasticity can be checked by visual examination of the standardized predicted value. If the variance of the error term is constant, there must be no pattern of increasing or decreasing of residuals in regression standardized predicted value and also the pattern should be found between -3 and +3. From the figure 21 below, there is no indication of increasing or decreasing of the residuals and as a result, it is concluded that the data is homoscedastic.

Figure 13: Homoscedasticity test



Source: Researcher’s survey output, 2023

4.3.9. Independent Errors (Autocorrelation)

As suggested by Field (2005), for any two observations the terms of residuals should be uncorrelated or independent of each other. Eventuality it is sometimes described as a lack of autocorrelation. The presence of autocorrelation invalidates confidence intervals and significance tests. Assumption of independent error can be tested with the Durbin-Watson test which tests for serial correlation between residuals. The test statistic can vary between 0 and 4, with a value of 2 indicates there is no autocorrelation between adjacent residuals. Values greater than 2 indicate the existence of negative correlation and a value less than 2 indicates positive autocorrelation. A value of less than 1 or greater than 3 are the cause of concern for autocorrelation. As we can see from the table 22, the Durbin-Watson test result is 1.635, which is relatively close to the acceptable standard of no autocorrelation value of 2. As a result, the researcher can say that the assumption of the independent error is not violated.

Table 16: Autocorrelation test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.979 ^a	.959	.959	.085	1.635
a. Predictors: (Constant), Reward Attributes, Organization Attributes, Opportunity Attributes, Work Attributes, People Attributes					
b. Dependent Variable: Commitment Parameters					

Source: own computation, 2023

4.3.10. Linearity

The linearity assumption is centred on the idea that the independent variable is linearly related to the dependent variable. If this assumption is does not hold, using the regression model is necessarily an inaccurate way of modelling the relationship of the dependent with independent variables (Kelley and Bolin, 2013). According to Osborne and Waters (2002), a regression model can only accurately estimate the relationship between dependent and independent variables if there is a linear relationship between variables. One of the ways to test the linearity assumption is through creating a scatter plot of the values of the residuals against the value of the outcome predicted by the model. And by doing so, if there is no systematic relationship between the errors in the model and what the model predicts, then linearity is true (Field, 2005). The scatter plot from above figure 21 shows no sign of systematic pattern between the errors in the model and what the model predicts. Thus, the linearity assumption is supported.

4.3.11. Regression Analysis

Regression analysis is by far the most widely and versatile technique applicable to research questions involving prediction or explanation (Joseph and et al, 2010). Regression analysis is concerned with the analysis of the dependency of the dependent variable on the dependency of the independent variable(s), with the objective of estimating the mean of a dependent variable in terms of the known or fixed value of the independent variable (Gujarati, 2004). The general objective of regression analysis is to model the relationship between a dependent variable and one or more independent variables and to use the information of the independent variable to predict the value of the dependent variable (Peck and et al, 2016).

Accordingly, the linear regression analysis has been assessed to check effect of employee value proposition on employee commitment. To check whether the effect is statistically significant, a significance level of 0.05 and a confidence level of 95% was utilized.

Table 17: Regression Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.959	.959	.085
a. Predictors: (Constant), Reward Attributes, Organization Attributes, Opportunity Attributes, Work Attributes, People Attributes				
b. Dependent Variable: Commitment Parameters				

Source: Researcher's survey output, 2023

The Coefficient of determination (R): is the measure of predictive accuracy of the regression model and it ranges from 1.0 (perfect prediction) to 0.0 (no prediction)

(Hair et al, 2019). Moreover, according to Field (2005), the value of R indicates the simple correlation between the two variables.

R-Square: is the square of the correlation coefficient and indicates the percentage of the total variation of the dependent variable that is explained by the independent variable (Hair et al, 2019).

Standard Error of Estimates: Represents an estimate of the standard deviation of the actual dependent values around the regression line or it is the measure of variation around the regression line and the lower the value is the better (Hair et al, 2019).

Accordingly, the summary of the model indicates the simple regression between Employee value proposition (predictor variable) and employees' commitment (outcome variable). The R-value of 0.979 in this model indicates a correlation between Employee value proposition and employees' commitment. R Square value of 0.959 indicates EVP is responsible for 95.9% of the variation in employees' Commitment. This means that the remaining 4.1% of variations in employees' commitment can be explained by variables other than employee value proposition.

Table 18:ANOVA Summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	326.899	5	65.380	9088.033	.000 ^b
	Residual	13.964	1941	.007		
	Total	340.863	1946			
a. Dependent Variable: Commitment Parameters						
b. Predictors: (Constant), Reward Attributes, Organization Attributes, Opportunity Attributes, Work Attributes, People Attributes						

Source: own survey output, 2023

ANOVA table indicates whether the model, overall, results in a significantly good degree of prediction of the dependent variable (Field, 2005). As we can see from the ANOVA table 24, the significance level (P-value) is less than 0.05, which is 0.000. This indicates that Employee value proposition significantly predicts employees' commitment.

Table 19:Regression Coefficient Table

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.225	.011		485.173	.000		
	Organization Attributes	.898	.005	.982	187.966	.000	.412	2.429
	Work Attributes	.032	.004	.039	7.503	.000	.409	2.442
	Opportunity Attributes	-.019	.004	-.027	-5.141	.000	.404	2.475
	People Attributes	-.012	.004	-.017	-3.242	.001	.390	2.562
	Reward Attributes	.005	.004	.006	1.398	.162	.709	1.411

a. Dependent Variable: Commitment Parameters

Source: own survey output, 2023

Regression Coefficients (b and Beta): The regression coefficient and the standardized regression coefficient indicate the change of dependent variable for each unit change in the independent variable (Hair and et al, 2019).

Standard Error of the Coefficient: This is an estimate of how much the regression coefficient will vary between samples of the same size taken from the same population. The smaller the value of the standard error, the more reliable prediction is (Hair et al, 2019).

Accordingly, the standardized regression coefficient(B) from the regression coefficient table 25 for the Organization Attributes is 0.982 with a significance/p- value of 0.000, Work Attributes 0.039 with a significance/p- value of 0.000, Opportunity Attributes -0.027 with a significance/p- value of 0.000, People Attributes -0.017 with a significance/p- value of 0.001 and Reward Attributes 0.006 with a significance/p- value of 0.162 and a constant value of 5.225. This indicates that Organization Attributes and Work Attributes has a positive impact and significant contribution in predicting employees' commitment, Opportunity attributes and Peoples has a negative impact and significant contribution in predicting employees' commitment. However, the Reward parameters has no significantly contributes in prediction employee commitment.

Thus, based on this result, the regression equation that predicts employees' employee commitment from EVP attributes are presented as follows;

$$Y = a + \beta x + e$$

Where;

- ✓ Y= Dependent variable, Employees' Commitment
- ✓ a = Constant/intercept
- ✓ x = Independent Variable, Employee value proposition
- ✓ e = Error term

❖ **Organizations Attributes**

$$Y = a + \beta x + e$$

$Y = 5.225 + 0.982x + e$, we can understand that a one-unit increase or decrease in Organization attribute items of the employee proposition can result results in a 0.982 increase or decrease in employee commitment. Here since the sign of the above coefficient is positive, it is interpreted as 'a unit change in Organization attribute items of the employee proposition results in 0.982 changes in employees' commitment.

❖ **Work Attributes**

$$Y = a + \beta x + e$$

$Y = 5.225 + 0.039x + e$, we can understand that a one-unit increase or decrease in Work attribute items of the employee proposition can result results in a 0.039 increase or decrease in employee commitment.

❖ **Opportunity Attributes**

$$Y = a + \beta x + e$$

$Y = 5.225 - 0.027x + e$, we can understand that a one-unit increase or decrease in Opportunity attribute items of the employee proposition can result results in a -0.027 decrease or increase in employee commitment.

❖ **People Attributes**

$$Y = a + \beta x + e$$

$Y = 5.225 - 0.017x + e$, we can understand that a one-unit increase or decrease in People attribute items of the employee proposition can result results in a -0.017 decrease or increase in employee commitment. Accordingly, the survey results show that from Organization and work attributes of EVP have a positive effect on employee commitment and Opportunity and people attributes have negative effect on employee commitment. In line with this study the survey result of Corporate Executive Board, (2006) also show that compensation items from the reward parameters as detailed in annex 3, are a top driver of employee attraction and satisfaction rather than increasing the commitment of the employee and Collegial work environment and leadership quality from the people parameters drive both commitment and satisfaction.

Chapter Five

5.1. Summary of major findings, conclusions, and recommendations

The study utilized quantitative approaches for independent and dependent variables. The target population was the employees of Ethiopian banking sectors. Accordingly, this section of the researcher paper presents the summary of major research findings, conclusions, and recommendations as well as recommendation for future research. The chapter start with summarizing the major findings of the research, and then conclusions of the study and finally, the chapter completes by presenting recommendations and suggestions for future research direction.

5.1.1. Summary of the Major Findings

Accordingly, from the total respondents 84.3% of respondents are male and 15.7% of the respondents are female. Moreover, the respondents age ranging from 18 to 28 of the years accounts for 36.8%, age between 29-39 which accounts for 46.6% age between 40-50 years accounts for 4.2 % age between 51-60 accounts for 10.8% and age above 60 years accounts for 1.6%.

Regarding the educational qualification, first (BA) degree holders accounts for about 77.9% followed by master's degree holders which accounts 20.9% ,1% of the respondents are Diploma holders and PHD holders accounts for 0.2%.

Regarding the work experience from the total respondents 12.1% have a service of below one years of service, 29% have a service of 1-3, 29% have a service 4-6 years, 18.4% have a service period of 7-9 years and 10.9% have a service of above 10 years.

Regarding the job category of the respondents Managerial and Administrative accounts for 9.5%, Managerial and Supervisory category accounts for 18.4%, Professional category accounts for 33.7%, Semi-professionals accounts for 36.8% and Manual and Custodian category employees accounts for 1.6%

The result of the descriptive statistics of the independent variable for the nature and availability of the employee value proposition in the eyes employee shows that on average the reward attribute rated 51.2% which indicate this parameter is questionable and it should be the top agenda for the banking industry to be improved immediately. The work parameter rated (56.4%), Organization parameter (60.6%), People Parameter (61.2%) and Opportunity parameter (63.3%) all are rated as moderate when its is compared with the Gartner Model decision rule. This indicate that these four parameters are moderately available in the industry and it needs improvement for the future to enhance employee commitment. In addition, the nature of the employee value proposition in the Ethiopian banking sector focus

on the Organization and people's attributes rather than Reward and employee benefit when it is seen from the employee perspective.

Again, the result of the descriptive statistics of the dependent variable shows the average score of Commitment attributes (i.e., Employee Commitment, Service Quality, Career and Satisfaction) has been 80%, 80%, 80%, and, 90%, respectively. From this the satisfaction level is highly rated. This indicate that the employee of the Ethiopian Banking sectors is satisfied with their current employee.

Furthermore, the relationship between the dependent and independent variables are assessed by using the correlation analysis. The result of the correlation analysis shows that there was large and strong positive relationship was observed between *Organization* attributes and employee commitment ($r = .977$, $P=0.00$), again there was strong positive relationship was observed between *work* attributes and employee commitment ($r = .706$, $P=0.00$), moderate (fair) positive relationship between *opportunity* attributes and employee commitment ($r = .496$, $P=0.00$), again there was moderate positive relationship between *People* attributes and employee commitment ($r = .492$, $P=0.00$) and finally there was a poor relationship between *reward* and employee commitment with ($r = .268$, $P=0.00$).

Further, Regression analysis was employed to identify the direction and magnitude of effect of independent variable on dependent variables. Accordingly, the standardized regression coefficient(B) from the regression coefficient for the Organization Attributes is 0.982 with a significance/p- value of 0.000, Work Attributes 0.039 with a significance/p- value of 0.000, Opportunity Attributes -0.027 with a significance/p- value of 0.000, People Attributes -0.017 with a significance/p- value of 0.001 and Reward Attributes 0.006 with a significance/p- value of 0.162. This indicates that Organization Attributes and Work Attributes has a positive impact and significant contribution in predicting employees' commitment, Opportunity attributes and Peoples has a negative impact and significant contribution in predicting employees' commitment. However, the Reward parameters has no significantly contributes in prediction employee commitment.

Again, the R Square value of 0.959 indicates EVP is responsible for 95.9% of the variation in employees' Commitment. This means that the remaining 4.1% of variations in employees' commitment can be explained by variables other than employee value proposition.

5.1.2. Conclusion of the Study

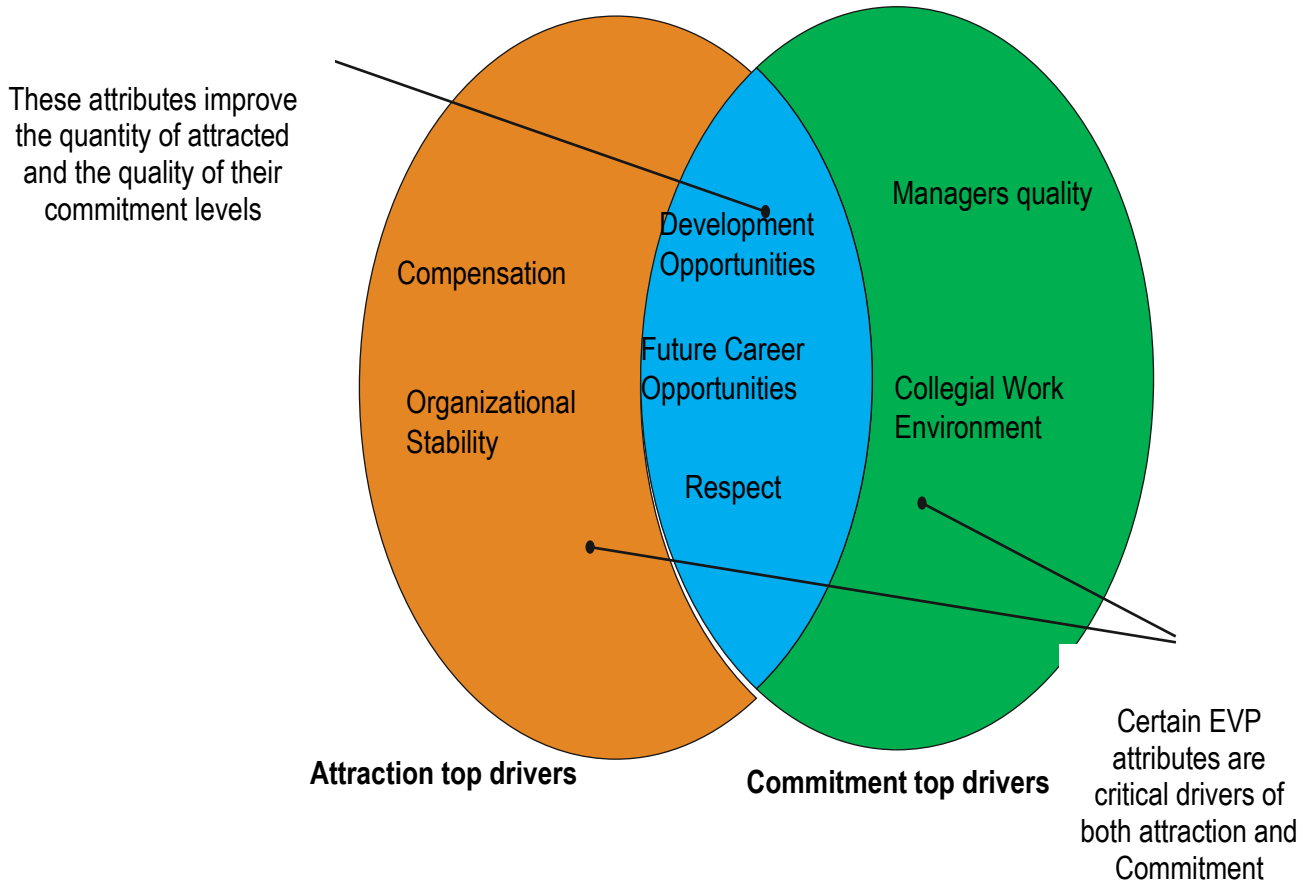
This study is investigating all about the nature of employee Value proposition, level of employee commitment and the relationship between EVP and Employee commitment, and the effect of EVP on employee commitment in the case of Ethiopia banking sectors. From the current survey result, on average, the Ethiopian banking sectors is performing poor in delivering EVP items such as vacation, competitiveness of financial compensation from the reward Parameters, respect of employee, work-life balance from the work Parameters, development opportunities from the Opportunity Parameters, recognitions, and rewarding employee based on performance from the Organization Parameters which affects the commitment of the existing employees and attractiveness of the bank in the labour market. Generally, based on the findings of the study it can be concluded that from the EVP elements Organizational and work attributes have a positive and significant relationship with employee commitment and Opportunity and People attributes have a Negative and significant with employee commitment and the Reward attributes have no significant relationship with employee commitment. Therefore, the top management of the Ethiopian banking sector should have to focus on those EVP attributes such as organizational and work attributes so as to enhance employee commitment.

In line with this, according to CEB, (2006) and Gartner, (2019) survey findings globally, compensation (reward attribute), work-life balance and location (the work attribute), career opportunity, organizational stability and development opportunity (the opportunity attribute), and respect (the organization attribute) are the top drivers of attraction in employer selection⁶. On the other hand, according to their survey findings, development opportunities, job interest alignment, respect, managerial quality, senior leadership reputation, on the other hand, and empowerment are the key drivers of discretionary effort and intention to stay. Accordingly, the core EVP attributes (top drivers of attractiveness and commitment) that are identified by CEB (2006), and Gartner (2019), first-quarter survey results are mapped as follows;⁷

⁶ Gartner, (2019), Global Talent Monitor 1Q19: Update on Workforce Activity

⁷ CEB Corporate leadership council, (2006), Attracting and Retaining Critical Talent Segments, pp.1-177

Figure 14: Core EVP Attributes



Source: Corporate Executive Board, (2006), survey result

5.1.3. Recommendation of the Study

Based on the findings and conclusion presented, the following recommendations are suggested:

- ✓ The average results of descriptive analysis of team-oriented and collaborative form the work attribute is very low in the banking sectors. As a result, it is recommended that the banking sectors should encourage and support the culture of creating team spirit and rewarding based on team performance.
- ✓ The average result score for frequent business travel from the work attribute again rated moderate and it needs improvement, So the banks have to create a field trip on different condition to motivate the employee.
- ✓ Vacation from the reward attribute score the lowest rated item, so that the banks have to create a leisure time/time off for their employee by developing total reward strategy.
- ✓ The average result of the competitiveness of the financial package from the reward attribute very low and need immediate improvement. Therefore, it is recommended that the employer must assess the industry and adjust the financial compensation and regularly update the salary and financial benefit of their employee.
- ✓ From the Reward attribute items some items contribute for enhancing employee commitment. As a result, it is recommended for Future research to investigate separately the effect of each items on employee commitment
- ✓ The average results of descriptive analysis of comprehensive health benefit the reward attribute is low. As a result, it is recommended that the employer should develop a total reward strategy which consists of both financial and non-financial benefits.
- ✓ From the Reward attribute items some items contribute for enhancing employee commitment. As a result, it is recommended for Future research to investigate separately the effect of each items on employee commitment.
- ✓ Based on the findings EVP accounts for about 95.9% of variations in employee commitment. As a result, it is recommended that the banking sectors should work on developing compelling EVP to enhance the commitment level of their employee.

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Annex 1: Questionnaires'

Addis Ababa University College of Business and Economics Department

School of Commerce

Department of Human Resource Management

Questionnaires

Dear Respondent,

My name is Tesfaye Kebede, I am conducting study on 'The effect of Employee Value Proposition on employee Commitment' for my partial fulfilment of the requirement for Master of Human Resource at Addis Ababa University College of Business and Economics Department School of Commerce. The main objective of the study is to find out the relationship between Employee Value Proposition on employee Commitment'. And hence, the purpose of this questionnaire is to collect data to achieve this objective.

As your response is very important to the accomplishment of this study, I kindly request your honest response to the questions presented. It takes only three-to-five minutes to complete this questionnaire.

Your response has kept confidential and used for the mentioned purpose only. If you have any question on this questionnaire, please don't hesitate to contact me through my phone number 09-19-38-63-13 or my email address tesfayeke11@gmail.com

Thank you in advance for your cooperation in filling this questionnaire.

Instruction: Please kindly put tick mark (✓) in the box in front of choice of your answer for each question.

Part I: Personal Information of Respondent

1. What is your gender?

Male Female

2. In which of the following age categories your age falls?

18-28 29-39 40-50 51-60
>60

3. What is the highest level of education you have achieved so far?

Diploma Degree Masters PHD If Other Please specify----

4. For how long have you been working in this bank?

<1 year 1-3 years 4-6 years 7-9 years >10 years

5. What is your current Job Category?

Managerial and Administrative Managerial and Supervisory Professionals
 Semi-professionals Manual and Custodial

Part II: Employee Value Proposition Questionnaires

The following statements describe the five parameters of EVP (Reward, Work, organization, people, and opportunity) of your bank. There are five response options beside each statement. Thus, please indicate your degree of level of agreement/disagreement to each statement by putting tick mark ('√') to the response option that best reflect your opinion using the following five-point Likert scale. Your answer of choice is ranges from 5 (strongly agree) to 1 (strongly disagree), *rate 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for Strongly disagree.*

Table 20:- Employee Value Proposition Questionnaires

Organizations	Responses				
	5	4	3	2	1
The customers I serve have a good prestige					
The bank has an active commitment to ensure environmental health and sustainability					
The bank has a commitment to ethical practices across the work organs					
The bank is recognized as a good place to work by other organizations					
The bank business is sustainably growing (i.e. current and projected)					
The bank has a commitment to having an inclusive and diverse workforce					
The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks					
The bank has a reputation in developing and motivating employees and building team culture					
The bank product- or service has a reputation in terms of quality					
The bank shows good respect for its employees					
The bank has a risk-taking approach in driving innovation					
The bank has a commitment towards social responsibility (e.g., community service, humanity)					
The bank has a consistent organizational structure and job security for employees					
The bank is investing in modern technology and equipment for employees to complete their daily responsibilities					
The bank has an adequate workforce in the branches/processes					
The bank has a well-known brand in the market place (in terms of products and services)					
Work	5	4	3	2	1

My job requires frequent business travel out of the town					
My work environment is team-oriented and collaborative					
My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank					
My job responsibilities highly match with my professional interests					
My job has a high influence on the bank business outcomes					
My place of assignment is aligned with my preference					
My job allows me to balance my work with other commitments					
My work environment structure is formal					
I have direct involvement in a decision that affect my jobs and careers					
Opportunity	5	4	3	2	1
Professional opportunities and learning experiences are available in the bank					
During my stay, the bank supports me in upward and lateral mobility					
The business line of the bank is desirable for my career					
The bank has a commitment in rewarding and promoting employees based on their achievements					
People	5	4	3	2	1
I have an opportunity to socialize and interact with other employees regularly					
My co-workers have good capacity and character					
The bank's leaders have good quality leadership					
The relationship between me and an immediate supervisor is effective					
Reward	5	4	3	2	1
My jobs financial compensation package is competitive					
The bank has comprehensive health benefits					
The bank has a commitment in rewarding and promoting employees based on their achievements					
The bank has a comprehensive retirement benefit					
The bank employees receive appropriate financial and non-financial recognition for their work					
The bank has vacation or holiday time for employees annually					
The bank employees receive appropriate financial and non-financial recognition for their work					

BT=Business Travel, CAM=Camaraderie, CWE=Collegial Work Environment, COM=Compensation, CW=Co-worker quality, CP=Customer Prestige, DO=Development Opportunity, EM=Empowerment, ER=Environmental Responsibility, EI=Ethics and Integrity, WE=The formality of work environment, FCO=Future Career Opportunity, GER=Greater Employee Recognition, GR=Growth Rate, HB=Health Benefits, ID=Inclusion and Diversity, IDE=Industry Desirability, IW=Innovative Work, JIA=Job Interests Alignment, LI=Level of Impact, L=Location, MQ=Manager Quality, MP=Market Position, M=Meritocracy, OS= Organization Size, PM=People Management, PSQ=Product or Service Quality, RE=Recognition, R=Respect, RB=Retirement Benefits, RT=Risk-Taking, SLR=Senior Leadership Reputation, SR=Social Responsibility, ST=Stability, TL=Technology Level, VAC=Vacation, WP=Well-Known Product, Work-life Balance.

Part III; Employee Commitment

On a 10-point scale indicate the extent that you value the bank as a great employer (Ranging from 1=not at all likely to 10=extremely likely).

Employee's commitment towards the organization	Response									
	10	9	8	7	6	5	4	3	2	1
I recommend this bank to my family and friends										
I feel loyalty towards the bank										
I value the bank's value										
I understand how I contribute to the bank's goals										
I am glad I chose to work for this bank										
This bank has high work morale										
My bank inspires me to give my best shot at work										
My bank offers excellent customer service										
Customer satisfaction is taken seriously here										
My bank understands if the customer needs change										
My bank has an excellent market reputation										
I enjoy providing the best services to the customers										
My career goals are important to my bank										
I know my career path in this bank										
I would strongly recommend my profession as a career										
I don't think I want to work anywhere except here										
My profession is a rewarding career										
<i>On a 10-point scale indicate the extent that you are satisfied with your current employment experience (Highly satisfied, satisfied, somewhat satisfied, neutral, somewhat dissatisfied, dissatisfied, highly dissatisfied)</i>										
Employee satisfaction	10	9	8	7	6	5	4	3	2	1

I enjoy my work										
I am encouraged to do interesting and challenging things at work										
I am satisfied with the work I do										
I am appreciated when I do well at work										
I always get the credit for the good things I do at work										
The level of responsibility given to me is acceptable										

Thank you very much for your Cooperation!

Annex 2 : EVP Attributes Assessment Result

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Opportunity	AB	During my stay, the bank supports me in upward and lateral mobility	64%
Opportunity	AB	Professional opportunities and learning experiences are available in the bank	65%
Opportunity	AB	The bank has a commitment in rewarding and promoting employees based on their achievements	59%
Opportunity	AB	The business line of the bank is desirable for my career	66%
Organizations	AB	The bank business is sustainably growing (i.e. current and projected)	62%
Organizations	AB	The bank has a commitment to ethical practices across the work organs	63%
Organizations	AB	The bank has a commitment to having an inclusive and diverse workforce	62%
Organizations	AB	The bank has a commitment towards social responsibility (e.g., community service, humanity)	60%
Organizations	AB	The bank has a consistent organizational structure and job security for employees	60%
Organizations	AB	The bank has a reputation in developing and motivating employees and building team culture	61%
Organizations	AB	The bank has a risk-taking approach in driving innovation	60%
Organizations	AB	The bank has a well-known brand in the market place (in terms of products and services)	60%
Organizations	AB	The bank has an active commitment to ensure environmental health and sustainability	62%
Organizations	AB	The bank has an adequate workforce in the branches/processes	55%
Organizations	AB	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	60%
Organizations	AB	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	62%
Organizations	AB	The bank is recognized as a good place to work by other organizations	62%
Organizations	AB	The bank product- or service has a reputation in terms of quality	61%
Organizations	AB	The bank shows good respect for its employees	57%
Organizations	AB	The customers I serve have a good prestige	62%
People	AB	I have an opportunity to socialize and interact with other employees regularly	62%
People	AB	My co-workers have good capacity and character	64%
People	AB	The bank's leaders have good quality leadership	58%
People	AB	The relationship between me and an immediate supervisor is effective	59%
Reward	AB	My jobs financial compensation package is competitive	47%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Reward	AB	The bank employees receive appropriate financial recognition for their work	50%
Reward	AB	The bank employees receive appropriate non-financial recognition for their work	50%
Reward	AB	The bank has a commitment in rewarding and promoting employees based on their achievements	59%
Reward	AB	The bank has a comprehensive retirement benefit	51%
Reward	AB	The bank has comprehensive health benefits	50%
Reward	AB	The bank has vacation or holiday time for employees annually	49%
Work	AB	I have direct involvement in a decision that affect my jobs and careers	62%
Work	AB	My job allows me to balance my work with other commitments	63%
Work	AB	My job has a high influence on the bank business outcomes	60%
Work	AB	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	56%
Work	AB	My job requires frequent business travel out of the town	58%
Work	AB	My job responsibilities highly match with my professional interests	60%
Work	AB	My place of assignment is aligned with my preference	61%
Work	AB	My work environment is team-oriented and collaborative	56%
Work	AB	My work environment structure is formal	68%
Opportunity	BoA	During my stay, the bank supports me in upward and lateral mobility	65%
Opportunity	BoA	Professional opportunities and learning experiences are available in the bank	67%
Opportunity	BoA	The bank has a commitment in rewarding and promoting employees based on their achievements	61%
Opportunity	BoA	The business line of the bank is desirable for my career	67%
Organizations	BoA	The bank business is sustainably growing (i.e. current and projected)	63%
Organizations	BoA	The bank has a commitment to ethical practices across the work organs	64%
Organizations	BoA	The bank has a commitment to having an inclusive and diverse workforce	63%
Organizations	BoA	The bank has a commitment towards social responsibility (e.g., community service, humanity)	60%
Organizations	BoA	The bank has a consistent organizational structure and job security for employees	62%
Organizations	BoA	The bank has a reputation in developing and motivating employees and building team culture	60%
Organizations	BoA	The bank has a risk-taking approach in driving innovation	61%
Organizations	BoA	The bank has a well-known brand in the market place (in terms of products and services)	60%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Organizations	BoA	The bank has an active commitment to ensure environmental health and sustainability	63%
Organizations	BoA	The bank has an adequate workforce in the branches/processes	56%
Organizations	BoA	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	61%
Organizations	BoA	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	62%
Organizations	BoA	The bank is recognized as a good place to work by other organizations	63%
Organizations	BoA	The bank product- or service has a reputation in terms of quality	61%
Organizations	BoA	The bank shows good respect for its employees	56%
Organizations	BoA	The customers I serve have a good prestige	63%
People	BoA	I have an opportunity to socialize and interact with other employees regularly	61%
People	BoA	My co-workers have good capacity and character	64%
People	BoA	The bank's leaders have good quality leadership	60%
People	BoA	The relationship between me and an immediate supervisor is effective	61%
Reward	BoA	My jobs financial compensation package is competitive	49%
Reward	BoA	The bank employees receive appropriate financial recognition for their work	52%
Reward	BoA	The bank employees receive appropriate non-financial recognition for their work	52%
Reward	BoA	The bank has a commitment in rewarding and promoting employees based on their achievements	61%
Reward	BoA	The bank has a comprehensive retirement benefit	52%
Reward	BoA	The bank has comprehensive health benefits	50%
Reward	BoA	The bank has vacation or holiday time for employees annually	50%
Work	BoA	I have direct involvement in a decision that affect my jobs and careers	62%
Work	BoA	My job allows me to balance my work with other commitments	63%
Work	BoA	My job has a high influence on the bank business outcomes	64%
Work	BoA	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	57%
Work	BoA	My job requires frequent business travel out of the town	59%
Work	BoA	My job responsibilities highly match with my professional interests	59%
Work	BoA	My place of assignment is aligned with my preference	62%
Work	BoA	My work environment is team-oriented and collaborative	56%
Work	BoA	My work environment structure is formal	69%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Opportunity	CBE	During my stay, the bank supports me in upward and lateral mobility	63%
Opportunity	CBE	Professional opportunities and learning experiences are available in the bank	64%
Opportunity	CBE	The bank has a commitment in rewarding and promoting employees based on their achievements	61%
Opportunity	CBE	The business line of the bank is desirable for my career	68%
Organizations	CBE	The bank business is sustainably growing (i.e. current and projected)	62%
Organizations	CBE	The bank has a commitment to ethical practices across the work organs	62%
Organizations	CBE	The bank has a commitment to having an inclusive and diverse workforce	60%
Organizations	CBE	The bank has a commitment towards social responsibility (e.g., community service, humanity)	60%
Organizations	CBE	The bank has a consistent organizational structure and job security for employees	61%
Organizations	CBE	The bank has a reputation in developing and motivating employees and building team culture	58%
Organizations	CBE	The bank has a risk-taking approach in driving innovation	59%
Organizations	CBE	The bank has a well-known brand in the market place (in terms of products and services)	58%
Organizations	CBE	The bank has an active commitment to ensure environmental health and sustainability	61%
Organizations	CBE	The bank has an adequate workforce in the branches/processes	55%
Organizations	CBE	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	59%
Organizations	CBE	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	60%
Organizations	CBE	The bank is recognized as a good place to work by other organizations	62%
Organizations	CBE	The bank product- or service has a reputation in terms of quality	58%
Organizations	CBE	The bank shows good respect for its employees	54%
Organizations	CBE	The customers I serve have a good prestige	61%
People	CBE	I have an opportunity to socialize and interact with other employees regularly	64%
People	CBE	My co-workers have good capacity and character	68%
People	CBE	The bank's leaders have good quality leadership	59%
People	CBE	The relationship between me and an immediate supervisor is effective	59%
Reward	CBE	My jobs financial compensation package is competitive	46%
Reward	CBE	The bank employees receive appropriate non-financial recognition for their work	50%
Reward	CBE	The bank employees receive appropriate financial recognition for their work	50%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Reward	CBE	The bank has a commitment in rewarding and promoting employees based on their achievements	61%
Reward	CBE	The bank has a comprehensive retirement benefit	51%
Reward	CBE	The bank has comprehensive health benefits	52%
Reward	CBE	The bank has vacation or holiday time for employees annually	47%
Work	CBE	I have direct involvement in a decision that affect my jobs and careers	59%
Work	CBE	My job allows me to balance my work with other commitments	61%
Work	CBE	My job has a high influence on the bank business outcomes	68%
Work	CBE	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	56%
Work	CBE	My job requires frequent business travel out of the town	56%
Work	CBE	My job responsibilities highly match with my professional interests	58%
Work	CBE	My place of assignment is aligned with my preference	61%
Work	CBE	My work environment is team-oriented and collaborative	55%
Work	CBE	My work environment structure is formal	66%
Opportunity	CBO	During my stay, the bank supports me in upward and lateral mobility	66%
Opportunity	CBO	Professional opportunities and learning experiences are available in the bank	68%
Opportunity	CBO	The bank has a commitment in rewarding and promoting employees based on their achievements	62%
Opportunity	CBO	The business line of the bank is desirable for my career	67%
Organizations	CBO	The bank business is sustainably growing (i.e. current and projected)	65%
Organizations	CBO	The bank has a commitment to ethical practices across the work organs	65%
Organizations	CBO	The bank has a commitment to having an inclusive and diverse workforce	63%
Organizations	CBO	The bank has a commitment towards social responsibility (e.g., community service, humanity)	61%
Organizations	CBO	The bank has a consistent organizational structure and job security for employees	63%
Organizations	CBO	The bank has a reputation in developing and motivating employees and building team culture	61%
Organizations	CBO	The bank has a risk-taking approach in driving innovation	62%
Organizations	CBO	The bank has a well-known brand in the market place (in terms of products and services)	60%
Organizations	CBO	The bank has an active commitment to ensure environmental health and sustainability	64%
Organizations	CBO	The bank has an adequate workforce in the branches/processes	56%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Organizations	CBO	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	62%
Organizations	CBO	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	63%
Organizations	CBO	The bank is recognized as a good place to work by other organizations	65%
Organizations	CBO	The bank product- or service has a reputation in terms of quality	61%
Organizations	CBO	The bank shows good respect for its employees	59%
Organizations	CBO	The customers I serve have a good prestige	64%
People	CBO	I have an opportunity to socialize and interact with other employees regularly	62%
People	CBO	My co-workers have good capacity and character	67%
People	CBO	The bank's leaders have good quality leadership	61%
People	CBO	The relationship between me and an immediate supervisor is effective	62%
Reward	CBO	My jobs financial compensation package is competitive	49%
Reward	CBO	The bank employees receive appropriate non-financial recognition for their work	51%
Reward	CBO	The bank employees receive appropriate financial recognition for their work	51%
Reward	CBO	The bank has a commitment in rewarding and promoting employees based on their achievements	62%
Reward	CBO	The bank has a comprehensive retirement benefit	51%
Reward	CBO	The bank has comprehensive health benefits	50%
Reward	CBO	The bank has vacation or holiday time for employees annually	48%
Work	CBO	I have direct involvement in a decision that affect my jobs and careers	64%
Work	CBO	My job allows me to balance my work with other commitments	66%
Work	CBO	My job has a high influence on the bank business outcomes	63%
Work	CBO	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	58%
Work	CBO	My job requires frequent business travel out of the town	58%
Work	CBO	My job responsibilities highly match with my professional interests	59%
Work	CBO	My place of assignment is aligned with my preference	64%
Work	CBO	My work environment is team-oriented and collaborative	56%
Work	CBO	My work environment structure is formal	70%
Opportunity	DB	During my stay, the bank supports me in upward and lateral mobility	63%
Opportunity	DB	Professional opportunities and learning experiences are available in the bank	68%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Opportunity	DB	The bank employees receive appropriate financial and non-financial recognition for their work	49%
Opportunity	DB	The business line of the bank is desirable for my career	66%
Organizations	DB	The bank business is sustainably growing (i.e. current and projected)	65%
Organizations	DB	The bank has a commitment to ethical practices across the work organs	66%
Organizations	DB	The bank has a commitment to having an inclusive and diverse workforce	64%
Organizations	DB	The bank has a commitment towards social responsibility (e.g., community service, humanity)	62%
Organizations	DB	The bank has a consistent organizational structure and job security for employees	61%
Organizations	DB	The bank has a reputation in developing and motivating employees and building team culture	63%
Organizations	DB	The bank has a risk-taking approach in driving innovation	64%
Organizations	DB	The bank has a well-known brand in the market place (in terms of products and services)	62%
Organizations	DB	The bank has an active commitment to ensure environmental health and sustainability	64%
Organizations	DB	The bank has an adequate workforce in the branches/processes	55%
Organizations	DB	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	62%
Organizations	DB	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	64%
Organizations	DB	The bank is recognized as a good place to work by other organizations	64%
Organizations	DB	The bank product- or service has a reputation in terms of quality	63%
Organizations	DB	The bank shows good respect for its employees	58%
Organizations	DB	The customers I serve have a good prestige	64%
People	DB	I have an opportunity to socialize and interact with other employees regularly	63%
People	DB	My co-workers have good capacity and character	66%
People	DB	The bank's leaders have good quality leadership	57%
People	DB	The relationship between me and an immediate supervisor is effective	61%
Reward	DB	My jobs financial compensation package is competitive	49%
Reward	DB	The bank employees receive appropriate financial recognition for their work	49%
Reward	DB	The bank employees receive appropriate non-financial recognition for their work	49%
Reward	DB	The bank has a commitment in rewarding and promoting employees based on their achievements	58%
Reward	DB	The bank has a comprehensive retirement benefit	51%
Reward	DB	The bank has comprehensive health benefits	50%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Reward	DB	The bank has vacation or holiday time for employees annually	49%
Work	DB	I have direct involvement in a decision that affect my jobs and careers	62%
Work	DB	My job allows me to balance my work with other commitments	62%
Work	DB	My job has a high influence on the bank business outcomes	67%
Work	DB	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	60%
Work	DB	My job requires frequent business travel out of the town	56%
Work	DB	My job responsibilities highly match with my professional interests	61%
Work	DB	My place of assignment is aligned with my preference	65%
Work	DB	My work environment is team-oriented and collaborative	59%
Work	DB	My work environment structure is formal	70%
Opportunity	HB	During my stay, the bank supports me in upward and lateral mobility	62%
Opportunity	HB	Professional opportunities and learning experiences are available in the bank	65%
Opportunity	HB	The bank has a commitment in rewarding and promoting employees based on their achievements	55%
Opportunity	HB	The business line of the bank is desirable for my career	66%
Organizations	HB	The bank business is sustainably growing (i.e. current and projected)	64%
Organizations	HB	The bank has a commitment to ethical practices across the work organs	63%
Organizations	HB	The bank has a commitment to having an inclusive and diverse workforce	61%
Organizations	HB	The bank has a commitment towards social responsibility (e.g., community service, humanity)	60%
Organizations	HB	The bank has a consistent organizational structure and job security for employees	60%
Organizations	HB	The bank has a reputation in developing and motivating employees and building team culture	61%
Organizations	HB	The bank has a risk-taking approach in driving innovation	62%
Organizations	HB	The bank has a well-known brand in the market place (in terms of products and services)	60%
Organizations	HB	The bank has an active commitment to ensure environmental health and sustainability	61%
Organizations	HB	The bank has an adequate workforce in the branches/processes	58%
Organizations	HB	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	59%

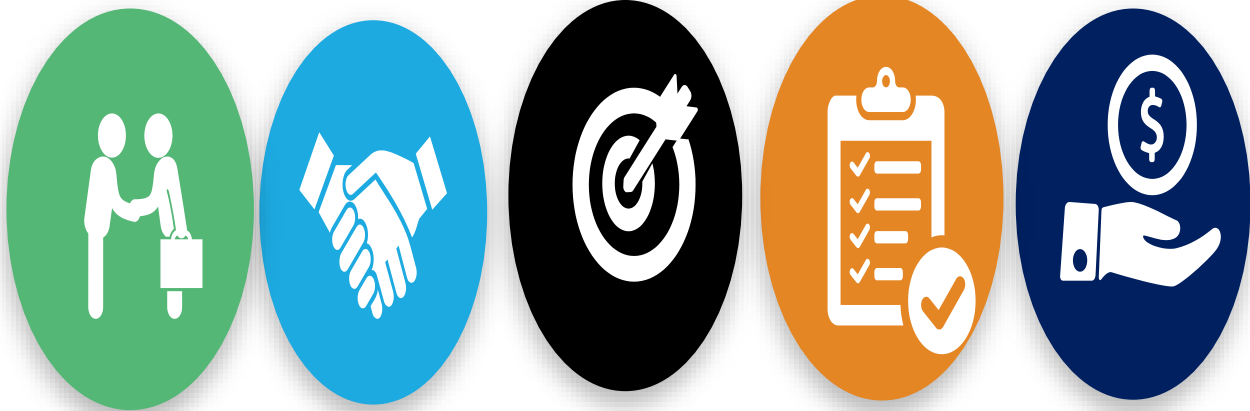
EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Organizations	HB	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	63%
Organizations	HB	The bank is recognized as a good place to work by other organizations	63%
Organizations	HB	The bank product- or service has a reputation in terms of quality	60%
Organizations	HB	The bank shows good respect for its employees	53%
Organizations	HB	The customers I serve have a good prestige	63%
People	HB	I have an opportunity to socialize and interact with other employees regularly	61%
People	HB	My co-workers have good capacity and character	65%
People	HB	The bank's leaders have good quality leadership	55%
People	HB	The relationship between me and an immediate supervisor is effective	63%
Reward	HB	My jobs financial compensation package is competitive	49%
Reward	HB	The bank employees receive appropriate non-financial recognition for their work	52%
Reward	HB	The bank employees receive appropriate financial recognition for their work	52%
Reward	HB	The bank has a commitment in rewarding and promoting employees based on their achievements	55%
Reward	HB	The bank has a comprehensive retirement benefit	51%
Reward	HB	The bank has comprehensive health benefits	50%
Reward	HB	The bank has vacation or holiday time for employees annually	49%
Work	HB	I have direct involvement in a decision that affect my jobs and careers	53%
Work	HB	My job allows me to balance my work with other commitments	56%
Work	HB	My job has a high influence on the bank business outcomes	78%
Work	HB	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	63%
Work	HB	My job requires frequent business travel out of the town	56%
Work	HB	My job responsibilities highly match with my professional interests	62%
Work	HB	My place of assignment is aligned with my preference	65%
Work	HB	My work environment is team-oriented and collaborative	57%
Work	HB	My work environment structure is formal	67%
Opportunity	NIB	During my stay, the bank supports me in upward and lateral mobility	63%
Opportunity	NIB	Professional opportunities and learning experiences are available in the bank	64%
Opportunity	NIB	The bank has a commitment in rewarding and promoting employees based on their achievements	62%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Opportunity	NIB	The business line of the bank is desirable for my career	71%
Organizations	NIB	The bank business is sustainably growing (i.e. current and projected)	63%
Organizations	NIB	The bank has a commitment to ethical practices across the work organs	64%
Organizations	NIB	The bank has a commitment to having an inclusive and diverse workforce	62%
Organizations	NIB	The bank has a commitment towards social responsibility (e.g., community service, humanity)	60%
Organizations	NIB	The bank has a consistent organizational structure and job security for employees	62%
Organizations	NIB	The bank has a reputation in developing and motivating employees and building team culture	61%
Organizations	NIB	The bank has a risk-taking approach in driving innovation	61%
Organizations	NIB	The bank has a well-known brand in the market place (in terms of products and services)	60%
Organizations	NIB	The bank has an active commitment to ensure environmental health and sustainability	62%
Organizations	NIB	The bank has an adequate workforce in the branches/processes	59%
Organizations	NIB	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	61%
Organizations	NIB	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	59%
Organizations	NIB	The bank is recognized as a good place to work by other organizations	62%
Organizations	NIB	The bank product- or service has a reputation in terms of quality	60%
Organizations	NIB	The bank shows good respect for its employees	49%
Organizations	NIB	The customers I serve have a good prestige	62%
People	NIB	I have an opportunity to socialize and interact with other employees regularly	61%
People	NIB	My co-workers have good capacity and character	64%
People	NIB	The bank's leaders have good quality leadership	58%
People	NIB	The relationship between me and an immediate supervisor is effective	60%
Reward	NIB	My jobs financial compensation package is competitive	45%
Reward	NIB	The bank employees receive appropriate non-financial recognition for their work	53%
Reward	NIB	The bank employees receive appropriate financial recognition for their work	53%
Reward	NIB	The bank has a commitment in rewarding and promoting employees based on their achievements	62%
Reward	NIB	The bank has a comprehensive retirement benefit	54%
Reward	NIB	The bank has comprehensive health benefits	54%
Reward	NIB	The bank has vacation or holiday time for employees annually	53%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Work	NIB	I have direct involvement in a decision that affect my jobs and careers	52%
Work	NIB	My job allows me to balance my work with other commitments	57%
Work	NIB	My job has a high influence on the bank business outcomes	72%
Work	NIB	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	60%
Work	NIB	My job requires frequent business travel out of the town	57%
Work	NIB	My job responsibilities highly match with my professional interests	57%
Work	NIB	My place of assignment is aligned with my preference	61%
Work	NIB	My work environment is team-oriented and collaborative	55%
Work	NIB	My work environment structure is formal	66%
Opportunity	WB	During my stay, the bank supports me in upward and lateral mobility	63%
Opportunity	WB	Professional opportunities and learning experiences are available in the bank	63%
Opportunity	WB	The bank has a commitment in rewarding and promoting employees based on their achievements	46%
Opportunity	WB	The business line of the bank is desirable for my career	63%
Organizations	WB	The bank business is sustainably growing (i.e. current and projected)	57%
Organizations	WB	The bank has a commitment to ethical practices across the work organs	59%
Organizations	WB	The bank has a commitment to having an inclusive and diverse workforce	58%
Organizations	WB	The bank has a commitment towards social responsibility (e.g., community service, humanity)	58%
Organizations	WB	The bank has a consistent organizational structure and job security for employees	60%
Organizations	WB	The bank has a reputation in developing and motivating employees and building team culture	57%
Organizations	WB	The bank has a risk-taking approach in driving innovation	60%
Organizations	WB	The bank has a well-known brand in the market place (in terms of products and services)	59%
Organizations	WB	The bank has an active commitment to ensure environmental health and sustainability	60%
Organizations	WB	The bank has an adequate workforce in the branches/processes	56%
Organizations	WB	The bank holds a competitive position (in terms of size, revenue, etc.) in a market relative to the peer banks	57%
Organizations	WB	The bank is investing in modern technology and equipment for employees to complete their daily responsibilities	60%

EVP Parameters	List of Banks	Row Labels	Total Job Category(%)
Organizations	WB	The bank is recognized as a good place to work by other organizations	57%
Organizations	WB	The bank product- or service has a reputation in terms of quality	58%
Organizations	WB	The bank shows good respect for its employees	54%
Organizations	WB	The customers I serve have a good prestige	60%
People	WB	I have an opportunity to socialize and interact with other employees regularly	60%
People	WB	My co-workers have good capacity and character	61%
People	WB	The bank's leaders have good quality leadership	52%
People	WB	The relationship between me and an immediate supervisor is effective	60%
Reward	WB	My jobs financial compensation package is competitive	47%
Reward	WB	The bank employees receive appropriate financial recognition for their work	47%
Reward	WB	The bank employees receive appropriate non-financial recognition for their work	47%
Reward	WB	The bank has a commitment in rewarding and promoting employees based on their achievements	46%
Reward	WB	The bank has a comprehensive retirement benefit	49%
Reward	WB	The bank has comprehensive health benefits	49%
Reward	WB	The bank has vacation or holiday time for employees annually	48%
Work	WB	I have direct involvement in a decision that affect my jobs and careers	56%
Work	WB	My job allows me to balance my work with other commitments	59%
Work	WB	My job has a high influence on the bank business outcomes	68%
Work	WB	My job provides me with an opportunity to work on innovative, and leading-edge projects in the bank	54%
Work	WB	My job requires frequent business travel out of the town	51%
Work	WB	My job responsibilities highly match with my professional interests	61%
Work	WB	My place of assignment is aligned with my preference	58%
Work	WB	My work environment is team-oriented and collaborative	56%
Work	WB	My work environment structure is formal	65%

Annex3: Components of Employee Value Propositions



People

- Camaraderie
- Collegial Work Environment
- Coworker Quality
- Manager Quality
- People Management
- Senior Leadership Reputation

Opportunity

- Development Opportunity
- Future Career Opportunity
- Growth Rate
- Meritocracy
- Stability

Organization

- Customer Prestige
- Empowerment
- Environmental Responsibility
- Ethics and Integrity
- Formality of work environment
- Great Employer Recognition
- Inclusion/Diversity
- Industry Desirability
- Market Position
- Organization Size
- Product/Service Quality
- Respect
- Risk Taking
- Social Responsibility
- Technology Level
- Well Known Product

Work

- Business Travel
- Innovative Work
- Job-Interest Alignment
- Level of Impact
- Location
- Recognition
- Work-life

Rewards

- Compensation
- Health Benefits
- Retirement Benefits
- Vacation

Annex4: Sample size calculation for each Job Category using Taro Yemane formula

The sampling size from the selected bank is discussed by considering the job category of the employee. As a result, n=sample size from each bank, n1 =sample size for Managerial and Administrative job category, n2= sample size for Managerial/supervisory job category, n3= sample size for Professionals job category, n4= sample size for Semi-professionals job category, n5= Manual and Custodians job category as detailed below:

3.3.1.1. Sample proportionate from Commercial bank of Ethiopia.

$$\text{Sample Size (n)from CBE} = \frac{N}{1+N*(e)^2}$$

n=	$\frac{2360}{1+2360(0.5)^2}$	$= \frac{2360}{1+2360(0.0025)}$	$= \frac{2360}{1+5.9}$	$= \frac{2360}{6.9}$	$= 342.02 \approx 342$
n1=	$\frac{102}{1+102(0.5)^2}$	$= \frac{102}{1+102(0.0025)}$	$= \frac{102}{1+5.9}$	$= \frac{102}{6.9}$	= 15
n2=	$\frac{501}{1+501(0.5)^2}$	$= \frac{501}{1+501(0.0025)}$	$= \frac{501}{1+5.9}$	$= \frac{501}{6.9}$	= 73
n3=	$\frac{795}{1+795(0.5)^2}$	$= \frac{795}{1+795(0.0025)}$	$= \frac{795}{1+5.9}$	$= \frac{795}{6.9}$	= 115
n4=	$\frac{906}{1+2360(0.5)^2}$	$= \frac{906}{1+2360(0.0025)}$	$= \frac{906}{1+5.9}$	$= \frac{906}{6.9}$	= 131
n5=	$\frac{56}{1+56(0.5)^2}$	$= \frac{56}{1+56(0.0025)}$	$= \frac{56}{1+5.9}$	$= \frac{56}{6.9}$	= 8

3.3.1.2. Sample proportionate from Awash Bank.

$$\text{Sample Size (n)from AB} = \frac{N}{1+N*(e)^2}$$

n=	$\frac{878}{1+878(0.5)^2}$	$= \frac{878}{1+878(0.0025)}$	$= \frac{878}{1+2.195}$	$= \frac{878}{3.9195}$	$= 274.80 \approx 275$
n1=	$\frac{65}{1+65(0.5)^2}$	$= \frac{65}{1+65(0.0025)}$	$= \frac{65}{1+2.195}$	$= \frac{65}{3.9195}$	= 20
n2=	$\frac{113}{1+113(0.5)^2}$	$= \frac{113}{1+113(0.0025)}$	$= \frac{113}{1+2.195}$	$= \frac{113}{3.9195}$	= 35
n3=	$\frac{356}{1+356(0.5)^2}$	$= \frac{356}{1+356(0.0025)}$	$= \frac{356}{1+2.195}$	$= \frac{356}{3.9195}$	= 111
n4=	$\frac{312}{1+321(0.5)^2}$	$= \frac{312}{1+312(0.0025)}$	$= \frac{312}{1+2.195}$	$= \frac{312}{3.9195}$	= 98
n5=	$\frac{32}{1+32(0.5)^2}$	$= \frac{32}{1+32(0.0025)}$	$= \frac{32}{1+2.195}$	$= \frac{32}{3.9195}$	= 10

3.3.1.3. Sample proportionate from Dashen Bank.

$$\text{Sample Size (n)from DB} = \frac{N}{1+N*(e)^2}$$

n=	$\frac{821}{1+821(0.5)^2}$	$= \frac{821}{1+821(0.0025)}$	$= \frac{821}{1+2.0525}$	$= \frac{821}{3.0525}$	$= 268.95 \approx 269$
n1=	$\frac{87}{1+87(0.5)^2}$	$= \frac{87}{1+87(0.0025)}$	$= \frac{87}{1+2.0525}$	$= \frac{87}{3.0525}$	= 29

$$\begin{aligned}
 & 1+87 (0.5)^2 \quad 1+87 (0.0025) \quad 1+2.0525 \quad 3.0525 \\
 n2= & \frac{153}{1+153 (0.5)^2} = \frac{153}{1+153 (0.0025)} = \frac{153}{1+2.0525} = \frac{153}{3.0525} = 50 \\
 n3= & \frac{268}{1+268 (0.5)^2} = \frac{268}{1+268 (0.0025)} = \frac{268}{1+2.0525} = \frac{268}{3.0525} = 88 \\
 n4= & \frac{299}{1+299(0.5)^2} = \frac{299}{1+299(0.0025)} = \frac{299}{1+2.0525} = \frac{299}{3.0525} = 98 \\
 n5= & \frac{14}{1+14 (0.5)^2} = \frac{14}{1+14 (0.0025)} = \frac{14}{1+2.0525} = \frac{14}{3.0525} = 5
 \end{aligned}$$

3.3.1.4. Sample proportionate from Cooperative Bank of Oromia.

$$\begin{aligned}
 \text{Sample Size (n)from CBO} &= \frac{N}{1+N*(e)^2} \\
 n= & \frac{910}{1+910 (0.5)^2} = \frac{910}{1+910 (0.0025)} = \frac{910}{1+2.275} = \frac{910}{3.275} = 277.86 \approx 278 \\
 n1= & \frac{98}{1+98 (0.5)^2} = \frac{98}{1+98 (0.0025)} = \frac{98}{1+2.275} = \frac{98}{3.275} = 30 \\
 n2= & \frac{172}{1+172 (0.5)^2} = \frac{172}{1+172 (0.0025)} = \frac{172}{1+2.275} = \frac{172}{3.275} = 53 \\
 n3= & \frac{301}{1+301 (0.5)^2} = \frac{301}{1+301 (0.0025)} = \frac{301}{1+2.275} = \frac{301}{3.275} = 92 \\
 n4= & \frac{336}{1+299(0.5)^2} = \frac{336}{1+299(0.0025)} = \frac{336}{1+2.275} = \frac{336}{3.275} = 103 \\
 n5= & \frac{3}{1+3 (0.5)^2} = \frac{3}{1+3 (0.0025)} = \frac{3}{1+2.275} = \frac{3}{3.275} = 1
 \end{aligned}$$

3.3.1.5. Sample proportionate from Bank of Abyssinia.

$$\begin{aligned}
 \text{Sample Size (n)from BoA} &= \frac{N}{1+N*(e)^2} \\
 n= & \frac{665}{1+665 (0.5)^2} = \frac{665}{1+665 (0.0025)} = \frac{665}{1+1.6625} = \frac{665}{2.6625} = 249.76 \approx 250 \\
 n1= & \frac{72}{1+72 (0.5)^2} = \frac{72}{1+72 (0.0025)} = \frac{72}{1+1.6625} = \frac{72}{2.6625} = 27 \\
 n2= & \frac{126}{1+126 (0.5)^2} = \frac{126}{1+126 (0.0025)} = \frac{126}{1+1.6625} = \frac{126}{2.6625} = 47 \\
 n3= & \frac{221}{1+221 (0.5)^2} = \frac{221}{1+221 (0.0025)} = \frac{221}{1+1.6625} = \frac{221}{2.6625} = 83 \\
 n4= & \frac{246}{1+246 (0.5)^2} = \frac{246}{1+246 (0.0025)} = \frac{246}{1+1.6625} = \frac{246}{2.6625} = 93 \\
 n5= & \frac{0}{1+0 (0.5)^2} = \frac{0}{1+0 (0.0025)} = \frac{0}{1+1.6625} = \frac{0}{2.6625} = 0
 \end{aligned}$$

3.3.1.6. Sample proportionate from NIB Bank.

$$\begin{aligned}
 \text{Sample Size (n)from NIB} &= \frac{N}{1+N*(e)^2} \\
 n= & \frac{734}{1+734 (0.5)^2} = \frac{734}{1+734 (0.0025)} = \frac{734}{1+1.835} = \frac{734}{2.835} = 258.90 \approx 259 \\
 n1= & \frac{79}{1+79 (0.5)^2} = \frac{79}{1+79 (0.0025)} = \frac{79}{1+1.835} = \frac{79}{2.835} = 28 \\
 n2= & \frac{139}{1+139 (0.5)^2} = \frac{139}{1+139 (0.0025)} = \frac{139}{1+1.835} = \frac{139}{2.835} = 49
 \end{aligned}$$

$$\begin{aligned}
 n3 &= \frac{244}{1+244 (0.5)^2} = \frac{244}{1+244 (0.0025)} = \frac{244}{1+1.835} = \frac{244}{2.835} = 86 \\
 n4 &= \frac{272}{1+272 (0.5)^2} = \frac{272}{1+272 (0.0025)} = \frac{272}{1+1.835} = \frac{272}{2.835} = 96 \\
 n5 &= \frac{0}{1+0 (0.5)^2} = \frac{0}{1+0 (0.0025)} = \frac{0}{1+1.835} = \frac{0}{2.835} = 0
 \end{aligned}$$

3.3.1.7. Sample proportionate from Hibret Bank.

$$\begin{aligned}
 \text{Sample Size (n)from HB} &= \frac{N}{1+N*(e)^2} \\
 n &= \frac{304}{1+304 (0.5)^2} = \frac{304}{1+304 (0.0025)} = \frac{304}{1+0.76} = \frac{304}{1.76} = 172.72 \approx 173 \\
 n1 &= \frac{31}{1+31 (0.5)^2} = \frac{31}{1+31 (0.0025)} = \frac{31}{1+0.76} = \frac{31}{1.76} = 18 \\
 n2 &= \frac{55}{1+55 (0.5)^2} = \frac{55}{1+55 (0.0025)} = \frac{55}{1+0.76} = \frac{55}{1.76} = 31 \\
 n3 &= \frac{97}{1+97 (0.5)^2} = \frac{97}{1+97 (0.0025)} = \frac{97}{1+0.76} = \frac{97}{1.76} = 55 \\
 n4 &= \frac{108}{1+108 (0.5)^2} = \frac{108}{1+108 (0.0025)} = \frac{108}{1+0.76} = \frac{108}{1.76} = 61 \\
 n5 &= \frac{13}{1+14 (0.5)^2} = \frac{13}{1+14 (0.0025)} = \frac{13}{1+0.76} = \frac{13}{1.76} = 7
 \end{aligned}$$

3.3.1.8. Sample proportionate from Wegagen Bank.

$$\begin{aligned}
 \text{Sample Size (n)from WB} &= \frac{N}{1+N*(e)^2} \\
 n &= \frac{418}{1+418 (0.5)^2} = \frac{418}{1+418 (0.0025)} = \frac{418}{1+1.045} = \frac{418}{2.045} = 204.40 \approx 204 \\
 n1 &= \frac{45}{1+45 (0.5)^2} = \frac{45}{1+45 (0.0025)} = \frac{45}{1+1.045} = \frac{45}{2.045} = 22 \\
 n2 &= \frac{79}{1+79 (0.5)^2} = \frac{79}{1+79 (0.0025)} = \frac{79}{1+1.045} = \frac{79}{2.045} = 39 \\
 n3 &= \frac{139}{1+139 (0.5)^2} = \frac{139}{1+139 (0.0025)} = \frac{139}{1+1.045} = \frac{139}{2.045} = 68 \\
 n4 &= \frac{155}{1+155 (0.5)^2} = \frac{155}{1+155 (0.0025)} = \frac{155}{1+1.045} = \frac{155}{2.045} = 76 \\
 n5 &= \frac{0}{1+0 (0.5)^2} = \frac{0}{1+0 (0.0025)} = \frac{0}{1+1.045} = \frac{0}{2.045} = 0
 \end{aligned}$$