



ADDISABABAUNIVERSITYSCHOOLOFCOMMERCE

**The Effect of Strategic Human Resource Management Practices on
Employee's Job Satisfaction, a case study of Hibret Bank Share Company**

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**A Thesis Submitted to Addis Ababa University, College of Business and
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ADDISABABAUNIVERSITY


SCHOOL OF COMMERCE

HUMANRESOURCEMANAGEMENT

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Declaration

I hereby declare that the thesis entitled “The Effect of Strategic Human Resource Management Practices on Employee's Job Satisfaction, a Case Study of Hibret Bank Share Company” is my original work and has not been presented in Addis Ababa University or any other University and that all sources of material used for the project have been duly acknowledged.

Yonas Tsegaye (The Researcher)

Statement of Certification

I certify that Yonas Tsegaye has carried out his research work under my guidance on the topic “The Effect of Strategic Human Resource Management Practices on Employee's Job Satisfaction, a Case Study of Hibret Bank Share Company”. This work is suitable for submission as a partial fulfillment required for the award of a master’s degree in human resource management.

Date _____

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Yonas Tsegaye

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Abstract

The objective of the thesis is to figure out and assess the effect of SHRM practices on employee's job satisfaction at Hibret Bank S.C., In order to examine the relationship between the Dependent and Independent Variables the study applied numerical and non-numerical data gathering techniques. By Using Questionnaires and interview data collection methods the student researcher collected the relevant data from the respondents of 148 employees of management staffs of the bank working at H.O. and Addis Ababa district Branches. The specific population concerned to this study targets only employees with managerial posts found at Addis Ababa districts and Head Office staff only, that is because the study demands employees from managerial posts. Simple random sampling method was used in order to distribute the questionnaire for a sample of 148 employees and all the questions were filled and returned. The results revealed that the level of job satisfaction at hibret bank is very low and that the SHRM practices are not properly aligned in vertical as well as horizontal manner so that it happened to exist poor employee job satisfaction, furthermore, improper SHRM practices alignment in the bank exists. Department unit and SHRM practices are not properly aligned with each other. The correlation analysis has shown that there is a high correlation between HA with VA, ASHRM with VA, and ASHRM with HA. Also, the correlation analysis shows a moderate correlation among VA with JS, HA with JS But low correlation between ASHRM with JS. Therefore, the study recommends that Hibret Bank should implement the SHRM practices visa vis employee's job satisfaction so that the strategic objective of the bank and employee's job satisfaction level would increase.

List of Acronyms

SHRM	Strategic human resource management
ASHRM	Alignment of strategic human resource management
AA	Addis Ababa
H O	Head Office
HR	Human Resource
HRP	Human Resource Planning
JS	Job Satisfaction
HA	Horizontal Alignment
VA	Vertical Alignment

Chapter One

1.1 Background of the Study

Companies are continuously competing to increase productivity and assure success. As a result, businesses today are placing more emphasis on the value of SHRM, which is crucial to both organizational success and employee job satisfaction. As a result, Organizations must adjust themselves to different HRM practices to attain their key objectives. Organizations are developing new procedures and strategies to accomplish these main goals.

According to Noe et al. (2007), HRM practices and policies are influencing behaviors, attitudes, employee's job satisfaction, performance of employees and they are focused on several important practices which, in return, can positively impact organizational performance, such as human resource planning, selection, training and development, compensation, performance management and employee relations.

According to Wright (1998), an organization's policies for hiring and choosing people, providing them with training and development opportunities, evaluating their performance, and developing their human resource potential all have an impact on how satisfied its employees are with their jobs in general.

Talent management process design and management fall under the purview of SHRM roles. When it comes to organizational sustainability processes and practices, talent management is crucial. The secret to getting the desired performance from employees is to create a workplace that is secure, stimulating, and pleasurable (Cherif, 2020).

Businesses that excel in sustainability have a clear strategy that directs their sustainability efforts. In order to manage corporate governance and help firms become more productive, SHRM is essential. Being sustainable in HRM is the term used to describe human resources that provide a positive work environment (MURPHY, 2019).

Organizations can achieve a sustainable competitive advantage through people if the human resources are valuable not equally available to competitors, the human resources are difficult to imitate and cannot be easily copied by others, and the human resource are organized so that employees talents can be combined and deployed as needed at a moment's notice .That is why

SHRM is significant in order to achieve competitive advantage and as well as achieve organizational objective. Further SHRM encourages proactive behavior rather than reactive, that enables the firm to tackle problems early before they come up and affect the Business. Therefore, this study will be conducted in HB to assess the Effect of SHRM Practices on Employee's job satisfaction .It specifically aims to extend the above line of study by examining the SHRM practices with Job Satisfaction . It explored the level of job satisfaction together with the prevailing SHRM practices and it also targeted to assess job satisfaction of employees and SHRM. Finally, the study focused to look for obstacles that prevent the right SHRM procedures from being used to raise employee's job happiness in the Organization.

1.2 Statement of the Problem

Organizations nowadays in order to sustain and or be competent in the dynamic business environment they must excel their competitors and satisfy the stakeholders, in order to do that companies must have skilled, trained, committed, and satisfied employees because employees are the only resource that can mobilize and manage other resources.

Employee satisfaction is a general phrase used by the HR sector to express how satisfied employees are with things like their jobs, their employment processes, and the organizations they work for, according to Pallovic et al. (2021). Many firms use frequent surveys to gauge employee satisfaction and track satisfaction patterns over time because it is one of the major metrics that can assist determine the overall health of an organization. Because of this, strategic human resource management is essential for all sizes and types of businesses, whether they are public or private, domestic or international, modest or huge.

Human resource practices are a method that offers satisfaction for the employees based on their work at different fields. Moreover, many scholars have stated that human resource practices offer positive contribution to employees' satisfaction in various levels of organizations which increase the performance of the workers.

Yesu (2019), conducted a survey on the determinants of job satisfaction in Ethiopian Banking Industry and the result of the study stated that Human resource practices offer a positive contribution to job satisfaction and increase the workplace trust, commitment, engagement, performance, therefore, organization will gain their goals. So that the human resource practices

should be considered by a manager as a method that improves the work condition and increases the outcome of the organization.

As per a discussion made with selected employees of the Bank they have raised an issue as to the SHRM practices, they are not clear about transfer, promotion, appraisal and development. They have concern on the issues to be clear and current practices of the Bank becomes the reason for a job dissatisfaction to exist, therefore since the four elements of the SHRM practices are the base for the employees to be satisfied employees and to remain as satisfied and loyal to the bank the student researcher aimed to figure out the underline problem moreover, Most employees have recently expressed dissatisfaction with Human Resource Planning , lack of recognition , unclear transfer procedures, poor performance appraisals techniques and poor promotion procedures. Due to these reasons, the majorities of employees are dissatisfied with their jobs and looking to other competent private banks for better SHRM practices and job satisfaction. These burning issues trigger the student to conduct the study on the area.

Many Scholars have stated that human resource practices offer positive contribution to employees' satisfaction in various levels of organizations which increase the commitment of the workers.

The SHRM practices are mainly managed by the Bank Human Resource Business Partnering and Talent Acquisition Departments and they work hand in hand in outsourcing, Training, Placement Evaluation, Promotion or Demotion (Transfer) of employees. Moreover, District Offices are eligible on Practicing the Human Resource Practices and implementation together with the guidance and consultation with Human Resource Business partnering Department.

Most of the researches conducted in relation to the SHRM focuses mainly on the assessment part and this paper is going to deal with the effect of SHRM practices on employee's job satisfaction, a case study of Hibret Bank Share Company and targets to answer the following basic questions.

1.3 Research Questions

The study focused to answer the following questions

- 1) What is the level of job satisfaction?
- 2) What are the prevailing SHRM Practices?

3) What is the effect of SHRM on job satisfaction?

1.4 Research Objectives

1.4.1 General Objective

The main objective of the study was to investigate the effect of SHRM practices on employee's job satisfaction.

1.4.2 Specific Objectives

- ☛ To assess the level of job satisfaction,
- ☛ To assess the prevailing SHRM Practices,
- ☛ To assess the effect of SHRM on job satisfaction,

1.5 Significance of the Study

SHRM is a critical aspect for any organization that exists in any form or type that is proper implementation of SHRM practices leads to employee job satisfaction. This research is significant for the following organizations and individuals,

For Hibret Bank Share Company, human resource Business partnering department and or other Functional units which are directly related to the subject in caption.

For other financial institutions, the study will also benefit them by providing relevant findings and conclusions

For Academicians and Researchers, any interested parties can use the research as secondary material for further study

1.6 Boundary of the Study

The study focused on, the effect of SHRM practices on employee's job satisfaction. The participants of the study was employees who are working at HR expert levels (HR Directors) at HO position of the Bank, Managerial levels found at A.A City Branch, Other Outlying Branch Managers and Assistant managers other than city branches was not included and are not under the boundary of the study.

1.7 Organization of the Study

The study contains five chapters; the first chapter covers the introduction part, which is the background of the study, statement of the problem, research questions, significance of the study,

boundary of the study, limitation of the study and List of Acronyms. The second chapter is concerned about a review of related literature. The third chapter presents a research design and methodology, description of the study area, research approach, research design, population and sample , data sources and types, data collection procedures, validity and reliability and ethical considerations. The fourth chapter contains data presentation analysis and interpretations. Finally, the fifth chapter presents summary of the findings, conclusions, recommendations and suggestion for future work.

Chapter Two

Literature Review

2.1 Theoretical literature

2.1.1 What is Strategic Human Resource Management?

According to Rab (2020). Organizations use the technique known as strategic human resource management (SHRM) to manage their workforce. It is a means to guarantee that the utilization of the company's human resources supports the aims of the company. Consider it a link between the company's objectives and its people resources. Using SHRM, businesses can build programs and policies that support the overall strategy of the firm while also managing employee performance and development more successfully.

According to Abubakar et al. 2019, SHRM's objective is to develop policies and programs that complement the organization's corporate strategy. The primary distinction between human resources and strategic human resources is that the former concentrates on managing people on a day-to-day basis, whereas the latter concentrates on how personnel might contribute to the achievement of the organization's overarching objectives. This means that in order to develop programs and policies that promote the company's business goals, SHRM must first comprehend those goals.

As stated by Woodrow and Guest, 2020) The Strategic Human Resource Management (SHRM) examines the relationship between organizational strategies and the interplay between human resource management and management activities. The integration and sustainability of human resources inside organizations are planned for and managed by it. In conjunction with organizational strategies, SHRM enables human resource departments in an organization to plan, organize, and train workers who meet the needs of the organization. Pursuant to the resource-based idea, organizations' strengths come from their human resources, and by using standard human resource management procedures, they can choose individuals who have exceptional talent. After learning about the external environment, possibilities, and dangers, organizations can integrate their strategies with human resource management, which contributes to the creation of competitive advantages and departmental cooperation.

The following are a few typical SHRM programs and policies:

- Compensation and benefits: Developing compensation and benefits programs that attract and retain employees
- Employee relations: Managing employee relations to foster a positive work environment
- Performance management: Developing systems to track and improve employee performance
- Training and development: Determining employees' development needs and providing training and resources to help them improve

These are only a few illustrations of the various types of programs and regulations that can be included in SHRM. Depending on the objectives of the business and the requirements of its personnel, different programs and policies will be implemented.

Because it aids organizations in achieving their objectives, SHRM is crucial. SHRM may assist organizations in enhancing employee performance, developing the workforce, and fostering a good work environment by coordinating HR policies and programs with the company's business plan. SHRM can also save companies money by boosting productivity and lowering turnover.

- Improve employee performance: By developing methods to monitor and enhance performance, SHRM may assist firms in improving employee performance.
- Support a favorable work culture: By handling employee interactions, SHRM can help businesses foster a positive workplace culture.
- Lower turnover: SHRM can assist companies in lowering turnover by creating compensation and benefits plans that

According to Abubakar et al., 2019 integrating SHRM Practices into organizational policy can assist a corporation maintains a better Job Satisfaction and acquire a competitive edge. However, according to Rab (2020).Not only is job happiness important for older workers, but it also draws in new ones. Due to their importance and expertise in the company's job, older employees are always essential to businesses.

2.1.2 The Importance of Strategic Human Resource Management

SHRM can also save companies money by boosting productivity and lowering turnover.

- Enhance employee performance: By developing mechanisms to monitor and enhance performance, SHRM can assist firms in enhancing employee performance.
- Developing the staff's skills: SHRM can assist organizations in developing the workforce by identifying the training and resources that employees need to further their careers.
- Promote a positive work environment: By managing employee relations, SHRM may assist companies in promoting a positive work environment.
- Lower turnover: SHRM can assist companies in lowering turnover by creating compensation and benefits plans that
- Boost productivity: By enhancing employee performance and fostering a positive work environment, SHRM can assist firms in boosting productivity.

SHRM is important because it helps organizations achieve their goals. By aligning HR policies and programs with the company's business plan, SHRM can help firms improve employee performance, grow their workforce, and build a positive work environment.

According to Abubakar et al., 2019 integrating SHRM Practices into organizational policy can assist a corporation maintains a better Job Satisfaction and acquire a competitive edge. However, according to Rab (2020).Not only is job happiness important for older workers, but it also draws in new ones. Due to their importance and expertise in the company's job, older employees are always essential to businesses.

2.1.3 How to develop a human resources plan

A SWOT analysis, also known as a thorough evaluation of an organization's strengths, weaknesses, opportunities, and threats, is necessary for developing an HR strategy.

Every business is unique, but the majorities adhere to these guidelines.

1-Awareness of the company and its goals

2. Assess personnel competencies.

3. Perform a gap analysis

4-Assess your talent strategy.

5-Develop current staff.

6-Limit Turnover in

7-Make succession plans

8 -Use analysis

9-Make a mission and vision statement

2.1.4 Guidelines for SHRM

The following are some of the Main Principles of SHRM, according to Mike et al. (2007)

▶ a focus on integrating personnel policies with one another and with general company planning.

▶ senior line management now bears primary responsibility for personnel management rather than specialized managers in the past.

▶ With managers today embracing the role of enabler, empowerer, and facilitator, there is a focus on commitment and the use of initiative. The emphasis shifts from management-union relationships to management-employee relationships, from individuality to collectivism.

2.1.5 SHRM's foundation

Strategic HRM, according to Michael Armstrong (2008), is founded on the following three tenets:

1) An organization's capital is a key source of competitive advantage and plays a strategic role in its success.

2) HR strategies should be vertically integrated with business plans, as successful organization performance depends on a close fit or alignment between business and HR strategy. Additionally, SHRM should integrate HR into business strategies.

3) Different HR strategies should be connected to one another to support one another (horizontal integration).

2.1.6 Schools for developing strategies

There are three primary schools of strategy formulation, according to Purcell (2001).

A) The Layout The purposeful nature of education and its foundation in the idea of economic reason. It concentrates on market opportunities and dangers and uses quantitative rather than

qualitative analytical tools. All that takes place within the business is administration or operations.

B) The method Scholl uses a number of methods and is interested in the factors that affect how strategies are developed.

C) The arrangement the notion that the first strategy varies depending on the stage of an organization's life cycle is brought up in school. Additionally, they will depend on the organization's industry. Third, they will center on transformation and change.

2.1.7 Models

1) Model with High Performance

The primary goal of this HR model is to strengthen the organization's strategy by raising performance efficiency in productivity, customer service, growth, profits, and investment returns, all of which are crucial success factors that support the institution's plan.

Patel et al. (2019) developed a high-performance model that described the characteristics of high performance by taking into account the impact of HR's strategic role in reducing employee turnover and outsourcing human resources. The results of the study showed that HR must be flexible, effective, and efficient when deciding whether to outsource human resources, promote high levels of job satisfaction, and increase the tasks and responsibilities of HR managers in order to strengthen the philosophy of laws designed to foster high employee performance.

2) The Strategic Fit Model

In terms of achieving horizontal and vertical integration, reaching agreement on HR practices that are, on the one hand, consistent with the organization's strategy, and, on the other hand, integration within HR strategy processes, the strategic fit model describes HR's role from a strategic perspective.

As to Rachid et al. (2018), internal and external factors work together to achieve strategic fit. To develop HR structures, lay the foundation for the dynamic interaction between HR strategy and job behavior, and link internal environment divergence with job performance behaviors consistent with organizational strategy, it is important to take into account the preferences,

choices, and behaviors of employees. Regarding the external factors, the results demonstrated that enhanced HR management results in better strategy alignment.

According to a study by Allui & Sahni (2016), the degree to which the business uses a sustainable methodology for it affects the strategic management of HR in accordance with the requirements of the strategic fit model. The results validated the organization's objective, which is in line with its strategy, of connecting shifts in the structure of the labor market to institutional culture and organizational environment.

3) The High Commitment Model

The strategic function of HR in determining ways to promote employee loyalty without imposing duties on them by the company is the basis of this idea. This strategy's effectiveness is dependent on a career path, job flexibility, motivation, work teams, and solid working relationships.

Highly committed HR policy procedures have an effect on these work areas and the effectiveness of the occupations that go along with them, according to Latorre et al. (2016). The results demonstrated that this model can be strengthened by other auxiliary elements such job satisfaction, organizational support that employees expect, job security, support for teamwork, and teamwork style. These components indicate HR management's strategic role in supporting the high commitment paradigm, according to the findings.

Contrary to that On the other hand, a study by Chang et al. (2019) found that the high commitment model's parameters are impacted by the HR management's practice of supporting entrepreneurial trends. The findings confirmed the significance of HR practices in enhancing organizational innovation capabilities and gaining a competitive advantage. This paradigm promotes high performance commitment practices by orienting HR management's key work paths toward a pioneering orientation at the organizational and individual levels. The high commitment model requires that the HR department be prepared to handle and insure against financial shocks in order to prevent abrupt employee terminations. According to a 2014 study by Bellairs et al., strategic HR management techniques built on an organization's human functional commitment policies can mitigate the detrimental consequences of shocks that develop in the organization's external working environment. The high commitment model requires that the HR department be prepared to handle and insure against financial shocks in order to prevent abrupt

employee terminations. According to a 2014 study by Bellairs et al., strategic HR management techniques built on an organization's human functional commitment policies can mitigate the detrimental consequences of shocks that develop in the organization's external working environment.

4) The Model for Best Practices

This model illustrates how HR supports the overall strategy of the company. Some of the elements that contribute to the success of the corporate strategy mentioned in this model include job stability, selection, self-work teams, tying compensation and motivation to performance, structured training, equality, and the accessibility of performance-related data. According to a study by Guan et al. (2016), the best practices model places a strong emphasis on HR's strategic competency in managing job roles, job variety, job support, and job adaptation. The findings confirmed the critical contributions of strategic competency to improving organizational best practices (professionalism, job variety, and organizational support), as well as the critical link between the ability to adapt to changing work environments and the nature of the job.

2.2.1 Recruitment and Selection

2013 data from Empxtrack indicates that the HR department's primary duty is recruitment. It focuses on luring the organization's top personnel for a particular job function. The process of choosing the best applicant for a position is called selection.

Recruitment

It is the method by which candidates are provided selection in a company. It occurs when potential employees are sought out and then encouraged to apply for positions within the company. While there are many steps involved in the employment process, this is simply the first one. The procedure begins with an examination of the job requirements and ends with the appointment of the employee. The following specific tasks are included in the recruitment process:

- Analyzing job requirements
- Advertising the vacancy
- Attracting candidates to apply for the job

- Managing response
- Scrutinizing applications
- Shortlisting candidates

Human resource professionals frequently handle recruitment tasks, either inside or externally. Promotions, transfers, laid-off workers, contacts or references, former employees, retired employees, etc. are all examples of internal recruitment sources. Recruitment through advertisements, on-campus recruitment, employee exchanges, recruitment by third parties, internet recruitment, uninvited candidates, etc. are examples of external recruitment sources.

Bahawana (2016) asserts that strategic recruitment and selection play a significant part in guaranteeing employee performance and successful organizational outcomes. The goal of hiring is to position people who can function at a high level and demonstrate performance, not only to replace departing workers or increase the workforce. The efficiency and performance of an organization are significantly shaped by strategic recruiting and selection.

As per Beardwell et al, 2004 the importance of ensuring the selection of the right people to join the workforce has become very important and it is the base for competitive advantage. To ensure that the chosen individual will contribute to the organization's strategic aim, there are three crucial considerations.

1-Demographic trends and labor market modifications have produced a more diversified workforce, which has increased pressure on the idea of fairness in selection.

2. Selection decisions are now more concerned with behavior and attitudes than with matching people to specific job needs due to the need for a multi-skilled, adaptable workforce and a greater emphasis on teamwork.

3-The emphasis on corporate strategy and people management has given rise to the idea of strategic selection, which is a system that connects selection procedures and results to organizational objectives and tries to align the flow of people with developing business strategy.

Selection

The process of choosing a person from a pool of job candidates who has the necessary skills and qualities to fill a position in the business. This HR procedure employs a number of strategies to help distinguish between qualified and unqualified applicants.

Placing the right individual in the proper job is implied by the phrase "selection." Recruiters use a variety of techniques during the selection process to determine which applicant is best suited for the position. Several of these include:

- Conducting an examination (aptitude test, intelligence test, performance test, personality test, etc.);
- screening; eliminating unsuitable candidates; and
- Interviews, reference checks, and medical exams

The selection procedure takes up a considerable portion of the employment process for an employee's time. HR managers must carefully determine each candidate's eligibility for the position, taking care not to overlook crucial considerations such as education level, background, age, etc.

2.2.2 The distinction between selection and recruitment

Understanding the distinction between recruitment and selection requires comparing the two procedures to the same traits or criteria.

Table 1 shows, the distinction between selection and recruitment

Comparison	Recruitment
Definition	a search for possible applicants and outreach to them to submit applications.
Ways	Positive technique: looking to expand the candidate pool.
Reason	encouraging more applicants to apply for a position that is open.
Key Element	Job Advertising
Sequence	First.
Procedure	Candidates are given access to an application form once the company notifies them of open positions through a variety of channels
Specifications	The recruitment policy outlines the goals of recruitment and offers guidelines for carrying out the recruitment program
Contractual Relationship	Since recruitment just entails communicating open jobs and job openings, no contractual relationship is created.
Approach	Cost Effective
Comparison	Selection
Definition	a procedure for choosing the top candidates and extending employment offers to them.
Method	looking for ways to narrow down the pool of candidates until one is found.

Reason	selecting the best applicant while dismissing the rest.
Crucial Factor	Appointing the candidate
Level	Two
Process	Process In order to determine whether an applicant is a good fit, the company requires them to go through a number of stages (submitting a form, writing a test, participating in an interview, etc.).
Details	Specifications A number of techniques, procedures, and stages will be used in the selection policy to evaluate candidates.
Contractual Relationship	entails the establishment of a legal contract between the employer and the employee.
Approach	Very Costly

2.2.3 The Justification for strategic hiring and Choosing

- 1) Organizational conduct ought to be more and more focused on the tactical pursuit of competitive advantage.
- 2) The strategic pursuit of competitive advantage entails allocating resources in accordance with the organization's long-term goals.
- 3) An essential component of resource capability is human resource competence.
- 4) The alignment of HR practices with business strategy is a key component of human resource management, which is why recruitment and selection are at the core of human resourcing in firms.
- 5) Traditional methods of hiring and choosing employees are inadequate for advancing the strategic pursuit of competitive advantage.

6) Strategically targeted hiring and choosing employees has the potential to significantly improve organizational performance and the pursuit of competitive advantage.

2.2.4 A Soft or Hard Approach to HRM?

Whether or not an organization is pursuing an SHRM approach to the management of people, organizations still have to choose whether to fill a vacancy through internal or external labor markets or both .

A rigorous appraisal system with an emphasis on discovering potential and inspiring commitment from employees are likely components of the soft approach, which suggests a long-term commitment to investment in training and development. In this case, the company expects staff loyalty and retention in exchange.

The difficult strategy concentrates on looking for new personnel in unaffiliated labor marketplaces. This strategy implies a short-term outlook or a refusal or incapacity to make investments in human resources. This may be the result of apprehension about spending money on employee development initiatives, awareness that long-term employability or promotion issues may arise, or a desire to avoid setting unreasonable expectations.

Hard HRM can also be viewed as a strategy that introduces new knowledge, perspectives, and experiences to a company just when they are required rather than in advance of a need. Additionally, quickly shifting competencies may make it impossible to create the necessary competences internally; instead, they must be imported from outside.

One of the elements determining whether to use soft or hard HRM in the recruitment and selection operations is the company's financial standing. For instance, businesses with a lot of cash may have little trouble reaching an agreement on the budgets needed for a soft approach to hiring and selecting employees. However, a lack of resources can prevent the investment in training and development needed to maximize the potential of the domestic labor market.

2.2.5 Factors influencing the choice of selection techniques

- a- No technique can produce a perfect selection decision, no matter how well it is designed and implemented. However, the increased use of more accurate methods, such as assessment centers and selection testing, aids in increasing the effectiveness of the selection process.
- b- The type of job and level of vacancy are the two factors that have the biggest bearing on the selection process for any given opening.
- c- Cost of selection techniques, in deciding the most cost-effective methods, up-front costs need to be balanced against the costs of a wrong decision, which may include costs associated with labor turnover owing to lack of ability. Consideration should be taken as to which selection techniques to be used and the following are considerations to be taken in to account , that is ,the amount of time it would take a successor for the jobholder to get going, the waiting period involved in the employee switching employment either inside or externally, training and/or retraining for both the jobholder and the replacement Expenses associated with moving ,the productivity gap between a jobholder who is effective and one who is not ,the psychological effects on the unsuccessful job applicant and the department's morale as a whole.
- d - Custom and practice, when the continuous usage of interviews is just due to individuals being accustomed to them.

2.2.6 Who participates in the selection procedure?

For a long time, the HR function has been viewed as having two primary functions: recruitment and selection. Nowadays, businesses might choose to outsource the task entirely or incorporate other parties like line managers, peers, or specialized recruitment agencies.

2.2.7 Strategic Planning for Human Resources

According to Mike et al.'s Strategic Human Resource Planning (2007), human resource planning entails making sure that the appropriate quantity of employees are available at the appropriate location and time.

Strategic HR planning predicts the future HR needs of the organization after analyzing the organization's current human resources, the external labour market and the future HR environment that the organization will be operating in.

The overall purpose of strategic HR planning is to:

- Ensure adequate human resources to meet the strategic goals and operational plans of the organization – the right people with the right skills at the right time
- Keep up with social, economic, legislative, and technological trends that impact human resources in the organization and in the sector
- Remain flexible so that the organization can manage change if the future is different than anticipated

2.2.8 The Process of Strategic HR management planning

1- Determining the existing HR capacity in one

The first phase in the strategic HR planning process is to evaluate the organization's present HR capability based on its strategic strategy. You must determine the knowledge, abilities, and skills of your current staff. By creating a skills inventory for each employee, this can be accomplished. The list of abilities should include more than just those required for a given position. List all the talents that each employee has used. For instance, participation in leisure or volunteer activities may require specialized abilities that are pertinent to the group. Included should be the level of education, any credentials, and any extra training.

You can check an employee's performance evaluation form to see if they're prepared and

2-Projecting the needs for HR

The following stage is to project future HR requirements based on the organization's strategic objectives. Demand and supply estimation is necessary for accurate forecasting of human resources.

These are some of the inquiries that need to be addressed

- How many employees will be needed to help the firm reach its strategic objectives?
- What positions will be vacant?
- What kind of skill sets will be required?

We must consider the difficulties we will face in filling our staffing needs in light of the external environment when predicting demand for HR.

- How will the outside world affect our demands for HR?

3-Gap evaluation

Finding the difference between where we are today and where our organization intends to be in the future is the next stage. In relation to the current situation, the gap analysis comprises determining the number of employees and the skills and talents needed in the future. In order to enhance the organization's ability to advance, we should also examine all of its HR management practices and identify any that may be strengthened or replaced with new ones.

These are some of the inquiries that need to be addressed

- Will we require any new jobs?
- What new abilities will be necessary?
- Do the employees we have now possess the necessary skills?
- Are workers now employed in roles that play to their strengths?
- How many managers and supervisors do we have?
- Are the HR management techniques used today

4-Creating HR policies and procedures to achieve organizational goals

To fulfill the organization's future demands, there are five HR strategies.

- 1- Strategies for training and development
2. Recruitment techniques
- 3- Outsourcing techniques
- 4- Methods for working together
- 5 strategies for restructuring

2.2.9 Key characteristics of HRP include the following

- HRP is seen as a process;
- there is a temporal perspective such that HRP is directed at meeting both current and future needs;
- HRP is seen to progress through distinct phases, primarily involving forecasting the demand for and supply of human resources and then developing plans to address any arising mismatches.

2.2.10 Components of HRP

- 1) **Strategic planning**, which entails evaluating the external environment and determining the most important company concerns,
- 2) **Demand forecasting**, which involves analyzing the HR implications of a strategy and predicting future HR needs to achieve company goals.
- 3) **Examining the HR** capabilities that are now in place, present labor resources, internal labor supply, and labor use.
- 4) **Supply Forecasting**, including forecasting both internal and external labor supplies
- 5) **Gap analysis**, which compares demand and supply estimates to find discrepancies between supply and demand.
- 6) **Planning**, creating HR strategies, policies, programs, and practices, or action planning to deliver objectives and goals. These activities address recognized labor surpluses and shortages.
- 7) **Execution and evaluation**, action plan execution, monitoring and evaluation of results, feedback on outcomes, revision and refocusing

2.2.11 HRP Advantages

- Assures that the HR dimension is given the proper consideration during the development of the plan.
- Makes it possible for HR strategies to be incorporated into and related to organizational strategies.
- Brings to light and acknowledges the potentially distinctive contribution that human capital inside an organization can have to long-term strategic direction.
- Offers a defined method that encourages businesses to consider human resources concerns early in the development of their strategies, lowering the possibility of implementation problems brought on by a lack of capacity.
- creates a thorough audit of a company's human resources
- Provides a mechanism for forecasting labor demand against internal and external supply in terms of numbers, knowledge, skills, and attitudes. enables the appropriateness of the organization's current skills, knowledge, and attitude mix to be analyzed. creates a thorough audit of a company's human resources

- Provides an analysis of how well the organization's present skills, knowledge, and attitude mix fits.
- Offers a method for comparing the internal and external supply of labor in terms of people, knowledge, skills, and attitudes to forecast labor demand.
- Compares labor demand and supply, identifying any discrepancies that require correction through gap analysis.
- Develops a range of HR solutions to address the complexity of issues brought up by strategy formulation.

The ability to design HR strategies, policies, procedures, and practices as a cohesive group of operations is made possible by the detailed information provided. Tighter control over staffing levels and expenses is made possible by the information.

2.2.12 Benefits of Strategic HR planning

As per Gomez-Mejia et al., (2001), Strategic Human Resource is the process of formulating HR strategies and establishing programs or tactics to implement them. The Benefits of strategic Human Resource planning are of the following:

- It promotes proactive behavior over reactive behavior; taking a proactive approach entails planning ahead and creating a vision for where the organization wants to go and how it can use human resources to get there. Being reactive, on the other hand, entails reacting to issues as they arise. Therefore, forward-thinking businesses are better equipped for the future.
- Clearly, A corporation can build a targeted set of strategic objectives that capitalizes on its unique abilities and expertise by communicating its company goals and strategic planning for its human resources.
- Managers frequently rely on their personal opinions and experiences to solve issues and make business choices. This section will stimulate critical thinking and ongoing examination of assumptions. If the assumptions they base their decisions on are appropriate for the context in which the firm operates, they can be successful. A corporation can critically reassess its assumptions with the use of the strategic HR planning process, which can then assist determine whether any initiatives that are based on these assumptions need to be updated. Therefore, to address strategic issues continuously and periodically change the

organization's overall HR plans and programs, many companies have organized an executive committee that includes the CEO and an HR specialist.

- Gaps Identification Strategic HR planning can assist a company in determining the difference between where we are right now and where we want to be between Current Situation and Future Vision. Strategic planning can therefore act as a catalyst for change by making managers think ahead and mobilize the firm's resources to achieve or improve a competitive edge in the future.

It's crucial to recognize HR opportunities and limits since they have a big impact on whether a strategic business plan succeeds or fails in the long run. Businesses can identify potential difficulties and commercial possibilities connected to the people expected to implement the business strategy when the overall business strategy and HR strategic planning are coupled.

- Common Bonds are being created, and a strategic HR plan with participation from all levels is in place. A complete HR plan with involvement from all levels and common bonds can help the business build a sense of shared values and expectations.

2.2.13 Educating and Developing

Employee development is widely acknowledged as a strategic instrument for an organization's ongoing productivity and growth as well as its capacity to retain talented people. Organizations will have a difficult time with staff development if they ignore certain issues.

We all engage in learning naturally, according to Beardwell et al. (2004). It has an impact on the person as a whole and is not merely a cognitive activity. Learning and growth result in adept and successful environment manipulation and adaptability.

Apparently, as per Dr. Bahawana (2016). Training is seen as a crucial and dynamic process that boosts job satisfaction and staff retention. Following training, employees became more productive. Employee productivity and happiness are key factors in an organization's success. An investment in human resources that promises a better return is training. Nagarju et al. claim that 2015 training is essential in the age of globalization.

As businesses change, training and development are the factors that have an impact on employee performance. When employees' skills, knowledge, and talents are more current with the current economy, their organizations gain a competitive edge. Employees of organizations are developed

in accordance with the goal and vision of the company in order to meet needs of organizations. One of the key ideas that raises productivity and enhances performance in businesses is this one.

Additionally, personnel who are properly informed about the objectives and plans of the firm have higher production levels and lower turnover rates. The more familiar the employees are with the company through training sessions, the more content they are and the better they work.

2.2.14 The strategic value of growth and learning

Individual growth and development is something that organizations, as well as the economy as a whole, must prioritize strategically.

1. The need for people to grow and learn
2. The requirement for higher-order talents
3. The necessity for businesses to support employees' learning and development
- 4-The necessity of a knowledge-based society

2.2.15 The results of Learning

Skill, which is needed to operate expensive and complex technology and is also required at all levels of the organization. Competency, which integrates knowledge and skill that are associated via performance. Know-how and tacit knowledge, which is tacit knowledge of how to do something, can be acquired through experience. Employability, which is an indirect result of training and development

2.2.16 Theories of how learning occurs

The most popular approach to learning is the behaviorist one, which contends that learning is the process by which a specific stimulus repeatedly connected to or conditioned by positive or negative events develops a specific response.

According to the Cognitive learning theory, learning here involves learning associations between stimuli rather than responses. The learner grows accustomed to expecting that stimuli are related.

Learning is viewed as an information processing system in which a signal containing information is transmitted via a communication channel with a finite capacity and is subject to interference

and noise, according to the C-Information Processing Approach to Learning. Here, learning efficacy depends on paying attention exclusively to the pertinent information.

2.2.17 Components of the learning process

A-Feedback or knowledge of results, the communication of performance results to learners is acknowledged as being crucial to their efficient learning. When responding to stimuli in a learning environment, learners receive visual input; in order to perform better, they need to be taught to pay attention to such physiological cues.

B-When choosing between whole or partial learning, the whole technique is preferable because the complete learner is the successful performer on both sides.

C. Memory's involvement in learning; in this instance, memory is crucial to learning. Three different types of information are stored in memory: sensory memories, short-term memories, and long-term memories. Consequently, the issue of effective learning

2.2.18 Learning Capacity of Managers (Burgoyne and Hodgson)

According to Burgoyne et al. (1983), managers are said to gradually accumulate experience as a result of individual learning experiences, internalize this experience, and then utilize it to inform both their conscious and unconscious actions and decision-making going forward. They separate this learning process into three levels:

Managers engage in Level 1 learning when they merely absorb factual information or data that is immediately applicable but does not alter their worldview.

Level 2 learning, which takes place at an implicit or unconscious level. Managers eventually accumulate a body of personal case law that equips them to handle unforeseen circumstances.

At Level 3 Learning, managers consciously consider how they view the world.

2.2.3 Development

Can also imply progression or advancement. It is considered that there are prevailing norms and that the person's experiences may be precisely pinpointed.

facilitating internal organizational learning and growth

People require the flexibility to progress in their careers and may outgrow them when they gain knowledge or move on to new positions that will allow them to continue their development. A rising company is more likely to provide these chances than a stagnant one

2.2.4 Performance Evaluation

According to Locky (1999), performance evaluation is a tool used to give employees working for the business the most job satisfaction possible. Performance evaluation serves as the fundamental yardstick for evaluating an individual's performance, highlighting opportunities for potential future career progression, and, most significantly, for performance improvement (mullins, 2002).It needs input and output like compensation, wage increases, expectations at various levels, promotions, and managerial planning.

As per Gomez-Mejia (2007), the uses of performance appraisal: Administrative and or Developmental purposes, performance appraisal is the basis for a decision about the employee's work condition, including promotions, terminations, and rewards. Developmental uses of appraisals, which are geared toward improving employees' performance and strengthening their job skills, which include counseling employees on effective work behaviors and sending them for training.

2.2.4.1 The Benefits of Performance Appraisal

As per Gomez-Mejia (2007), the benefits of performance have got two perspectives :(Employer and Employee Perspective)

Employer viewpoint

- 1- Individual performance differences can affect a company's performance, notwithstanding the limitations of measurement methods.
2. To support a legal claim, documentation of performance reviews and feedback may be required.
3. Evaluation offers a sound foundation for creating a bonus or merit system.
- 4- Appraisal standards and dimensions can assist in putting strategic goals into practice and defining performance expectations.

5- Giving specific feedback to each employee is a step in the performance management process.

6- Despite the conventional emphasis on the individual, teamwork can be a consideration in the evaluation criteria, and teams themselves might be the subject of the evaluation.

Employee Viewpoint

1- Performance feedback is required and desirable

2- For there to be fairness, performance gaps between employees must be quantified and influence results.

3. Evaluation is necessary for performance improvement.

4- Performance evaluation and acknowledgment can spur employees to raise their game.

2.2.4.2 Managing Performance

According to Gomez-Mejia (2007), formal reporting and annual evaluations are insufficient for the successful management of human resources in enterprises. Both formal face-to-face interviews and casual day-to-day encounters between managers and employees are part of a thorough appraisal process.

Effective managers of performance typically exhibit the following four traits.

1-They explore the causes of performance problems.

2- They direct attention to the causes of problems.

3- They develop an action plan and empower workers to reach a solution.

4-They direct communication at performance and provide effective feedback.

As a result, each of the aforementioned qualities is essential to reaching increased and long-lasting performance levels.

2.2.5 Employee's Job Satisfaction

Job Satisfaction, according to (Bayarcelik and Findikli, 2016), A person's emotional reaction to their employment, which could be either positive or bad, is known as job satisfaction. In the organization, job satisfaction varies from person to person at different levels.

A positive evaluation of the job suggests job happiness, while a negative or unfavorable attitude toward the job shows job dissatisfaction, as stated by Milana (2018). On the other hand, according to Alias et al. (2018), job satisfaction can be defined as the discrepancy between what an employee anticipates from an organization and what they actually get. Additionally, employee decisions and willingness to remain or quit the existing firm are influenced by job satisfaction. If job discontent outweighs job satisfaction, employees leave the company (Jannsen, 2018).

A high turnover rate, which could result in extra expenses for the company, can have a negative impact on the organization as a result of a high number of unsatisfied workers. Similar findings were made by Abuhashesh, Al-Dmour, and Masadeh (2019), who claimed that highly pleased workers are more likely to stick with the company. The long-term employee typically has more ability and expertise under their belt, which leads to better performance.

High service performance is a prerequisite for job satisfaction since contented workers are more receptive to quality enhancement and ongoing development. However, Squires, Hoben, Carleton, and Graham (2015) argued that while unhappy people are unlikely to quit their professions, their negative emotions can have an impact on them, their coworkers, and the caliber of their work. They also tend to act aggressively toward their coworkers. There doesn't appear to be a consensus on the determinants of job satisfaction. According to Milana (2018), factors influencing job satisfaction include income, chances for advancement, the workplace environment, and the workgroup.

Empowering employees is necessary in the organizations for getting more involved employees in the organizations mission and vision statements. When employees are empowered on their decision, they are more interested in organizations success.

The employee's job satisfaction is enhanced by empowering employees. Similarly, when employees are more satisfied and, furthermore, empowerment at the place of work also effects employees job satisfaction, when the employees are empowered, their self-confidence are high, they are able to work at ease.

Appraisal according to the employee's performance enhances the satisfaction of the workers, if the appraisal not accordance with the performance the employees are demotivated. Good performance appraisal motivates the employees to perform well boost good behavior in

organizations such as organizations citizenship behavior for environment, reduce absence, retain in the organizations for longer time period

According to Hearn, (2018) Companies can inspire, monitor and manage employees with the help of right performance management process, tools and approaches. An effective performance management process needs commitment and dedication from human resource management department, managers and employees. Performance management helps in boosting employee engagement and productivity. It also helps in creating employee development strategies.

2.2.6 Empirical Studies

As per the study in titled impact of HR practices on employee's job satisfaction, a case study from fertilizer industry of Pakistan, by Afzal Ahmed, Yaser Zaman and Attigie Khattak, Feb 15 2017, the findings of this study showed that there is a good relationship between employee job satisfaction and HRM practices and to improve the employee's satisfaction towards their job and organization the management should focus to improve the HRM Practices and qualities.

In accordance with Research Article, "Strategic Human Resource Management and Job Satisfaction," by Dr. Bahawana Sareen, published on March 30, 2018, at the Maharish Markandeshwar University's MM Institute of Management in Nullana, Haryana, India. Job satisfaction has been proven to be directly correlated with SHRM practices (recruitment and selection, training and development, performance appraisal, and remuneration and reward).

As per Osibanjo et al., (2012) the study on human resource management and job satisfaction and their finding concludes that, they have concluded that there is strong significant relationship exists, to mean that a firm need to apply the human resource practices in order to make employees satisfy on their jobs, which in turn will reduce turnover rate also helps to achieve organizational goals.

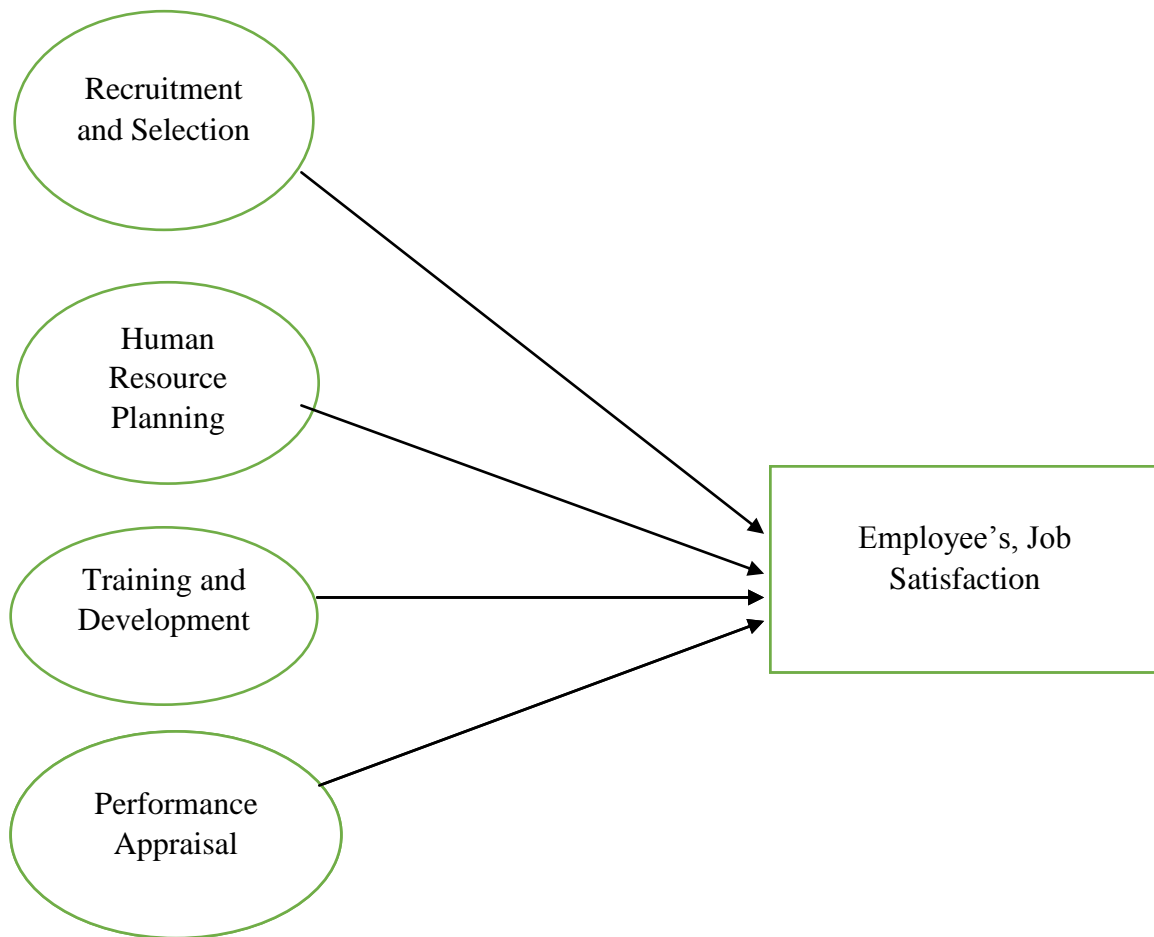
As per Mudor et al., (2011), SHRM practices create a favorable approach on the job satisfaction of employees. According to Mudor et al. (2011), SHRM practices have a positive impact on how satisfied employees are with their jobs. The HRM practices has got a positive relationship with employee's job satisfaction, if the practices are properly and accordingly implemented, that is Proper Training and development programs, fair appraisal techniques and procedures, proper human resource planning, and all in general are related with SHRM and the job satisfaction level

of employee's. Hence, if a company wants to be competitive enough they have suggested that the firm has to align the firms SHRM practices together with the employee's job satisfaction scheme so that the firm can meet its strategic objective.

2.2.7 Conceptual Framework

Four independent HRM variables—recruitment and selection, training and development, human resource planning, and performance evaluation—will be used in this study. Employee job satisfaction will be the dependent variable. Therefore, the study's conceptual framework is developed using theoretical literature and empirical data as follows:

Figure One, Conceptual Framework



Independent variable **Dependent variable**

Figure 1 Conceptual framework

Chapter Three

Research Design and Methodology

3.1 Description of the study area

The Bank's registered head office is at, Lideta Sub City, Woreda 08, and House No. New, Ras Abebe Aregay Road, Addis Ababa, Ethiopia.

Hibret Bank Share Company was incorporated as share Company on 10 September 1998 in accordance with the commercial cod of Ethiopia of 1960 with the Licensing and supervision of banking business proclamation No.84/1994. The Bank is principally engaged in the provision of commercial banking Services. The Bank's registered head office is at, Lideta Sub City, Woreda 08, and House No. New, Ras Abebe Aregay Road, Addis Ababa, Ethiopia. Currently it has 415 branches as at May 16 2022 they are found at different areas of the country and connected with Networks. The existing branches render all types of Commercial banking services. The bank has eight boards of directors with one Chair Person, one Deputy Chairperson and six Directors; they are accountable to the general meeting of shareholders. The board appoints the CEO of the bank, who Controls and manages the day -to - day Bank wide management with bank wide responsibility. The banks regular staff, (980 managerial, 2,615 clerical and 1,377 non –clerical) as at June 30 2022. The Combined total staff of the bank stood at 4972 as at June 30, 2022.

3.2 Research Approach

There are three basic approaches to research, quantitative research approach, Qualitative research approach, and Mixed. In the case of this research, the student researcher applied a quantitative and qualitative research approach that helps to strengthen the output of the research as intended, furthermore, it seeks to understand the causal and correlational relationship between variables. Therefore, the research approaches the student researcher applied were both the above method.

3.3 Research Design

The aim of the study was to describe the effect between the SHRM practices and employee's job satisfaction having two variables which is the independent and dependent variables , it happens to be appropriate to use descriptive research approach also it aims to accurately and systematically describes a population, situation or phenomenon, and further it answers the

question that uses what, where, when and how only that is appropriate for the research question under studied, Therefore the student researcher used descriptive research design method .

3.4 Population and Sample

As per the Banks Human Resource Data of the Year 2021/22 Hibret Bank Has 4972 employees, who spread across the two sets of geographically segregated groups that is Addis Ababa Districts and HO Staffs and Outlying Districts and Branches. Only Employees at Addis Ababa Districts and H O Staffs who are on Managerial and Directors Positions were addressed. This is Due to The Nature of the study and area of study. Outlying Districts were not addressed due to Time and finance Constraints

It was assumed that 224 Branches are found in Addis Ababa and 12 Departments therefore, considering, the probability sampling techniques simple random sampling was used that was because each individual in the large population set has the same probability of being selected and this creates a balanced subset that carries the greatest potential for representing the larger group as a whole. It is useful to make statistical inferences about the population ,it helps also to ensure high internal validity ,Moreover , randomization is the best method to reduce the impact of potential confounding variables .as per the a above-mentioned nature of the data collection techniques and as well since the research design method is descriptive type ,the student researcher applied the quantitative method which is also one of the probability sampling method under which simple random sampling method is found .

Thus, the study focuses on Selected AA City Branches and HO staffs. There are a number of ways to calculate sample size, however the Tara Yamanes Formula is used by the researcher to select an accurate representative sample. Taro Yamane, a statistician, developed the Taro Yamane technique for calculating sample size in 1967

Given that the total population was known, the sample size was determined using Yamanes' (1967) formula, which could properly represent the total number of employees at the corporate headquarters and city branches.

Figure 2, Sample size calculation using a simple formula, (Yemane , 1967)

$$n = \frac{N}{1 + Ne^2}$$

Where e is the degree of accuracy, N is the size of the position, and n is the sample size.

The researcher considers a 5 percent level of significance or margin of tolerable error and a confidence level of 95 percent .By computing the sample size of the population using the above formula, the sample size included to the study was

$$n = \frac{N}{1 + Ne^2}$$

$$236/1+236*(0.005)^2$$

$$236/1+236*0.0025$$

$$236/1+0.59$$

$$236/1.59$$

$$n = 148$$

Therefore, for the purpose of the study directors managers and assistant managers was addressed through questionnaire who are an employee of the bank found at head offices and city branches only. The respondents will be targeted based on random sampling methods to collect enough data so as to conduct the research and reaching a meaningful conclusion regarding the effect of SHRM Practices on employee's job satisfaction.

Table 2 shows Sampling Instrument Administration

Number	Branch / Department	Distributed Questionnaire
1	CORPORATE BANKING DEPARTMENT	1
2	INSTITUTIONAL BANKING DEPARTMENT	1
3	CREDIT ANALYSIS DEPARTMENT	1
4	RETAIL BANKING DEPARTMENT	1
5	HUMAN RESOURCE BUSINESS PARTNERING DEPARTMENT	1
6	FACILITY DEPARTMENT	1
7	CUSTOMER EXPERIENCE DEPARTMENT	1
8	FINANCE AND ACCOUNTS DEPARTMENT	1
9	IBD DEPARTMENT	1
10	IT DEPARTMENT	1
11	AYER TENA BRANCH	1
12	BEKLOBET BRANCH	1
13	HILTON BRANCH	1
14	BIRRAMBA BRANCH	1
15	BOLE BRANCH	1
16	BOMB TERA BRANCH	1
17	KALITY BRANCH	1
18	LAGAHAR BRANCH	1
19	LIDETA BRANCH	1
20	MEHAL ARADA BRANCH	1
21	MESALEMIA BRANCH	1
22	MISRAK BRANCH	1

23	SHIRO MEDA BRANCH	1
24	TEKLEHAIMANOT BRANCH	1
25	WELO SEFER BRANCH	1
26	YERER BER BRANCH	1
27	BOLE MEDEHANIALEM BRANCH	1
28	GULLELE BRANCH	1
29	CMC BRANCH	1
30	MESKEL SQUARE BRANCH	1
31	GOFA BRANCH	1
32	TANA BRANCH	1
33	BISRATE GEBRIEL BRANCH	1
34	BURAYU BRANCH	1
35	ITEGUE TAITU BRANCH	1
36	GENET BRANCH	1
37	LEBU LAFTO BRANCH	1
38	KOLFE BRANCH	1
39	YOSEPH BRANCH	1
40	ADDISU GEBEYA BRANCH	1
41	AFRICA AVENUE BRANCH	1
42	KEBENA BRANCH	1
43	SIDIST KILO BRANCH	1
44	CATHEDRAL BRANCH	1
45	MEGENAGNA BRANCH	1
46	URAEI BRANCH	1
47	HAYAHULET BRANCH	1
48	MESKEL FLOWER BRANCH	1
49	GANDI BRANCH	1
50	OLD AIRPORT BRANCH	1
51	HIBER BRANCH	1
52	MERI LOKE BRANCH	1

53	ABA KORAN BRANCH	1
54	KALITY SALO BRANCH	1
55	MILLENNIUM BRANCH	1
56	KOTEBE BRANCH	1
57	SHOLLA GEBEYA BRANCH	1
58	STADIUM BRANCH	1
59	KERA BRANCH	1
60	ABUNE PETROS BRANCH	1
61	BOLE BULBULA BRANCH	1
62	GELAN BRANCH	1
63	GERJI BRANCH	1
64	FURI BRANCH	1
65	BETHEL BRANCH	1
66	GOFA MAZORIA BRANCH	1
67	BESHALE BRANCH	1
68	SUMMIT CONDOMINIUM BRANCH	1
69	ARAT KILO BRANCH	1
70	SUMMIT BRANCH	1
71	SEFERE-SELAM BRANCH	1
72	AYAT BRANCH	1
73	SHALLA BRANCH	1
74	ALEM BANK BRANCH	1
75	BALDERAS BRANCH	1
76	MEDHANIT BRANCH	1
77	FERENSAY LEGASION BRANCH	1
78	ECA BRANCH	1
79	MIRAB MERKATO BRANCH	1
80	MOENCO BRANCH	1
81	HAYA ARAT BRANCH	1
82	RAS DESTA BRANCH	1

83	GELAN CONDOMINIUM BRANCH	1
84	MERKATO WENBER TERA BRANCH	1
85	IMPERIAL BRANCH	1
86	GOTERA BRANCH	1
87	JEMO BRANCH	1
88	SIGNAL BRANCH	1
89	MICKY LELAND CONDOMINIUM BRANCH	1
90	MERKATO MILITARY TERA BRANCH	1
91	BAMBIS BRANCH	1
92	ENDERASIE BRANCH	1
93	KECHENE BRANCH	1
94	FIGA BESHLE BRANCH	1
95	AFINCHO BER BRANCH	1
96	AYAT MALL BRANCH	1
97	SHEGER BRANCH	1
98	LAMBERET BRANCH	1
99	LEBU ERTU BRANCH	1
100	CINEMA RAS BRANCH	1
101	AKAKI GARA DUBA BRANCH	1
102	JAKROS BRANCH	1
103	D AFRIQUE BRANCH	1
104	TOR HAILOCH BRANCH	1
105	ANBESA GIBI BRANCH	1
106	EHIL BERENDA BRANCH	1
107	YERER GORO BRANCH	1
108	LANCHA BRANCH	1
109	KETA BURAYU BRANCH	1
110	WUHA LIMAT BRANCH	1

111	BOLE AIRPORT BRANCH	1
112	SARIS ZENBABA BRANCH	1
113	KOTEBE MESALEMIA BRANCH	1
114	HAYAHULET ADEBABAY BRANCH	1
115	GEFERSA NONO BRANCH	1
116	MEGENAGNA ADEBABAY BRANCH	1
117	GENETE EYESUS BRANCH	1
118	YESHI DEBELE BRANCH	1
119	AUTOBUS TERA BRANCH	1
120	DIL BER BRANCH	1
121	AMANUEL TOTAL BRANCH	1
122	ABEBE BIKILA STADIUM BRANCH	1
123	LUCY AMIST KILO BRANCH	1
124	CONGO ZEMACHOCH SEFER BRANCH	1
125	YEKA BRANCH	1
126	HANA MARIAM BRANCH	1
127	GEDAM SEFER BRANCH	1
128	LAMBERET MENAHERIA BRANCH	1
129	GOFA CAMP BRANCH	1
130	HABTE GIORGIS BRANCH	1
131	MEHAL MERI BRANCH	1
132	DARMAR BRANCH	1
133	LEBU SEFERA BRANCH	1
134	BOLE HAYASOSET BRANCH	1
135	AYAT BESHLE BRANCH	1
136	HAILE GARMENT CONDOMINIUM	1
137	JEMO 3 BRANCH	1
138	BOLE 17 BRANCH	1
139	GERJI MEBRAT HAIL BRANCH	1

140	CMC MICHAEL BRANCH	1
141	MEHAL SUMMIT BRANCH	1
142	SARIS TOTAL BRANCH	1
143	YEKA ABADO CONDOMINIUM BRANCH	1
144	SARIS ADDISU SEFER BRNACH	1
145	BOLE BULBULA ST MARY MAZORIA BRANCH	1
146	ASKO ADDIS SEFER BRANCH	1
147	TULU DIMITU CONDOMINIUM BRANCH	1
148	MEKANISSA BRANCH	1
	TOTAL	148

3.5 Data Sources and Types

The student Researcher collected data from the Bank through direct interview and Questionnaires with the employees. Written materials and documented written booklets also inferred. Moreover, Secondary data on the caption has been referred, that is Books, Articles and Magazines.

3.6 Data Collection Procedures

The student researcher used a survey method of data collection method that is directly asking the respondents for the information. A list of queries respondents can answer in just one or two words and the respondents was given a list of responses from which they can easily choose from.

3.7 Validity and Reliability

According to Heally and Perry (2000), Validity determines whether the research truly measures what it was intended to measure. Validity can be described as the degree to which the instrument measures what it determines to measure. Reliability is concerned with the internal consistency used to measure consistency between different items of the same construct. Therefore, the reliability of the scale was measured by using Cronbach's alpha. It is a reliability measure designed by Lee Cronbach in 1951.

Validity, according to Heally and Perry (2000), establishes if the study accurately assesses the variables that it set out to. The extent to which an instrument measures what it is intended to measure is referred to as validity. The internal consistency that is utilized to assess consistency between various items of the same construct is what reliability is all about. Therefore, Cronbach's alpha was used to assess the scale's reliability. Lee Cronbach created the dependability metric in 1951.

Based on LeeCronbach value of Cronbach alpha represents the following,

Excellent reliability (.9 and above)

High reliability (.7 to .9)

Moderate reliability (.5 to .7)

Low reliability (.5 and below)

3.7.1 Reliability

Table 3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.909	4

Therefore, since Cronbach's alpha is happening be .86, it means that our measurement is highly reliable.

Table 4 Inter-Item Correlation Matrix

	Vertical Alignment	Horizontal Alignment	Alignment of SHRM Practices	Job satisfaction
Vertical Alignment				
Horizontal Alignment	.818			
Alignment of SHRM Practices	.752	.894		
Job satisfaction	.658	.666	.502	

Table 5 Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Vertical Alignment	.824
Horizontal Alignment	.782
Alignment of SHRM Practices	.837
Job satisfaction	.833

3.8 Ethical Considerations

The student researcher strictly complied with the rule of plagiarism, and also followed Harvard citation .

Chapter Four

4.1 Data Presentation, Analysis, and Interpretation

4.2 Introduction

The Upcoming Chapter contains data presentation, analysis and interpretation of the Results. Using SPSS Version 20 Software data were uploaded and analyzed. Descriptive and inferential statistics were used in order to show or describe the findings from the study.

Based on the sample size total of 148 Employees who are with the job title of Department Directors and, City Branch Managers were assessed through the questionnaire.

Based on the sample size total of 148 respondents or employees, questionnaires were distributed to 10 Department Directors and Managers and the rest 138 Questionnaires were distributed or presented to City Branch Managers and Assistant Manager .That is all the respondents filled out the questionnaires.

4.3 Demographic characteristics of the respondents and Percent of Responses

The items were given to Hibret Bank Employees, who are working in Directorate and Managerial Positions, found in Head Office and City Branch Management positions only.

The first section of the items encompasses demographic information of the respective respondents, which was characterized as Gender, Level of Education, Year of service, Age and Management Level.

The following tables summarize and briefly describe the demographic information of respondents.

Table 6 Shows the Gender and Educational level Classification of Respondents

No	Respondent Characteristics		Frequency	Percentage
1	Sex	Male	131	88.5
		Female	17	11.5
		Total	148	100
2	Educational Level	Degree	108	73
		Masters	40	27
		Total	148	100

As per the above table, 88.5 % was classified under Male and the rest 11.5% of the classification falls under Female and also observed that most of the Managerial positions are covered under male classification. Moreover, as per the above tabulation it is concluded that most of the employees with 73% are holder of undergraduate degrees and the rest 27% are graduates.

Table 7 shows the respondents year of Experience and age

No	Respondent Characteristics		Frequency	Percentage
1	Year of Experience	3 to 4	2	1.4
		4 to 5	8	5.4
		More than 5	138	93.2
		Total	148	100
2	Age	30 to 35	5	3.4
		41 to 45	133	89.9
		46 to 50	7	4.7
		51 to 55	3	2
		Total	148	100

As per the above summary, it was observed that employees with 93.2% show that they are serving for more than 5 years and the rest 5.4 and 1.4 percents indicates that, four to five and three to four years of service. In respect to the age of respondents, it was observed that 89.9 % of the respondents fall under the age group of 41 to 45 .46 to 50 intervals of the age group fall under 4.7 %, and the percentages with 3.4 % fall in the age interval of 30 to 35. The remaining 2 % falls in the age interval of 51 to 55.

Table 8 Shows Managerial Level Classification of Respondents

No	Respondent Characteristics		Frequency	Percentage
1	Managerial Level Classification	Lower Level	114	77
		Middle Level	19	12.8
		Top Level	15	10.1
		Total	148	100

As per the above tabulation, it was observed that 77 % of the respondent falls under lower-level management position. The rest 12.8 and 10.1 percent fall under Middle and Top Level Managers .The lower level managers in this case are significant in reflecting the existing problems that mostly the higher level managers hide most of the existing problems .Thus, the percentages classification helps the student researcher to observe the phenomena.

4.4 Descriptive Statistics

Section two of the Survey Questionnaire contained 17 Questions and participants were asked to rate their agreements that correspond to their choices that start with strongly agree, agree, neutral, disagree and strongly disagree.

Here under is a brief summary of each of the questions,

**Table 9 shows Descriptive statistics on independent variables
(The horizontal alignments)**

No	Questions	SA		Agree		Neutral		Disagree		SD		N	% Total	M	SD
		No	%	No	%	No	%	No	%	No	%				
1	Hibret Bank Strategic Recruitment and Selection practices is directly aligned with the banks strategic human Resource Planning	5	3	21	14	1	1	89	60	32	21.6	148	100	2.18	1.035
2	Hibret Bank Recruitment and Selection practices are directly aligned with departments and branches human resource needs plan	1	1	25	17	1	1	115	78	6	4.1	148	100	2.32	0.827
3	Hibret Bank Employees strategic Human Resource Planning is directly linked with the banks Department and Branches human resource capital needs	5	3	22	15	2	1	85	57	34	23	148	100	2.18	1.056

4	Hibret Bank strategic Human Resource Planning is directly aligned with the changing Human Capital turnover of the bank	1	1	58	39	2	1	85	57	2	1.4	148	100	2.80	1.008
5	Hibret Bank Employees performance appraisal is aligned with the banks compensation plan	5	3	52	35	2	1	58	39	31	20.9	148	100	2.61	1.254
6	Hibret Bank employees transfer request is directly aligned with the strategic performance appraisal of the bank	0	0	22	15	3	2	60	41	63	42.6	148	100	1.89	1.018
	That is (Employee Transfer is directly linked with performance appraisal)														
														13.4	6.246

Based on the above first question 60.1% of the respondents said that they disagree, and 21.6 % also replied that they strongly disagree. However, 14.2% of the respondent agreed, the rest 3.4 % and .7 % said strongly agree and neutral. It is observed that the strategic recruitment and selection practices alignment with the banks strategic human resource planning is not aligned as per the findings from the respondents so that in order to have effective strategic human resource practices there must be an alignment among them.

As per question number two above respondents that represents 77.7 % of them replied that they disagree with the bank's recruitment and selection practices' alignment with departments and branches' human resource needs, however, 16.9 % said they agree with the item. The rest 4.1 % .7% and .7% said strongly disagree, strongly agree, and neutral. It is observed that as per the respondents is only .7 percent of the respondents agreed on the banks recruitment and selection practices direct alignment with the departments and branches human resource needs plan therefore in order to alleviate human resource shortages between working department and Branches there should be an effective strategic human resource planning and such existing problems can be decreased.

Based on the above question number three, 57.4% disagreed and also 23.0 % strongly disagreed the SHRM Planning and its linkages with the bank's department and branches human resource capital needs. However, 14.9% of them agreed with the linkage, and 3.4 % of the respondents also said they strongly agree with the item. Only 1.4% said they are neutral on the case brought forward to them. Out of the total respondents for the above question strategic human resource planning is not directly linked with the banks department and branches human resource capital needs that in return would bring unbalanced human capital in the Banks operation therefore proper adjustments should be made.

With respect to the above question number four, 57.4% said that they disagree with the Banks SHRM planning alignment with changing human capital turnover of the Bank. On the other side, 39.2 % said they agree with the question or item. The remaining 1.4, 1.4, .7% have said that strongly agree, neutral, and strongly agree with the item. Based on the findings for the above question the strategic human resource planning is not directly linked with the changing human capital turnover of the Bank, and that in return brings unbalanced task and shortages of employees therefore here as well proper attentions shall be given for the case.

As per the above question number five, 39.2 % of the respondents disagreed with the bank's employee performance appraisal alignment with the compensation plan. In contrast, 35.1 % of the respondents said they agree with the item, 20.9% strongly disagreed. The rest 3.4 and 1.4 percent of the respondent said strongly agree and neutral. As per the findings from the respondents performance appraisal is not linked with compensation plan of the company and the linkages should be there so that employees would be in a better position to meet the targets set for them.

As per the above question number six, 42.6 and 40.5 % of respondents said they strongly disagree and disagree the bank's employee transfer request alignment with the strategic performance appraisal of the bank. The rest 15 and 2 % of the respondents said they agree and neutral to the item. It is observed from the above question that it is employee transfer is not linked with the performance of employees. There has to be a linkage and satisfaction and productivity can increase.

Table 10 Shows Descriptive Statistics on Independent Variable (Verical Alignments)

S/N	Questions	SA		Agree		Neutral		Disagree		SD		N	%Total	Mean	SD
		No	%	No	%	No	%	No	%	No	%				
1	Hibret Bank Employees recruitment is Verically aligned with the banks strategic objective	7	4.7	14	9.5	43	29	78	52.7	6	4	148	100	2.58	0.896
2	Hibret Bnak's Functional Departments are Vertically aligned with the strategic human resource practices of the Bank	40	27	17	12	3	2	85	57.5	3	2	148	100	3.04	1.365

3	The CEO of the Bank and HR Department work Vertically aligned when the need arises in the form of finance and related strategic human resource function decisions	5	3.4	47	32	45	30	51	34.4	0	0	148	100	3.04	1.895
	Total													8.66	4.156

With respect to the above question one respondents with 52.7 % disagreed, with the bank’s employee recruitment horizontal alignment with the strategic objective, whereas 29.1 % of respondents were neutral,9.5 % agreed,4.7 % strongly agreed and the rest 4 % of the respondents said they strongly disagreed with the item. Most of the respondents complained that employee recruitment is not horizontally aligned with the banks strategy that in return brings a complain on the strategic recruitment practice of the bank so that proper adjustments shall be made in order to properly accelerate the strategic Human Resource practices as intended.

As per the above question number two, the respondents with 57.5 % said they disagree with the bank’s functional department’s horizontal alignment with the strategic human resource practices.27% of them replied that they strongly agree with the item. The rest 11.5%,2% and 2% simultaneously said agree, strongly disagree and neutral. As to the banks functional departments horizontal alignment with the strategic human resource practice of the bank more than 75 percent of the respondents disagreed on the case therefore, in order to facilitate the existing dissatisfaction existing departments must work hand in hand for the better success of the organization.

Concerning the above question three, the respondents replied that 34.5 % of them said that the CEO of the bank and the HR department work is not horizontally aligned in the form of finance and related strategic human resource function decisions, and 30.4 % of the respondents said they are neutral to the question .In the contrary ,31.8% of the respondents said that they support the question and the 3.4 % of the respondents said they strongly disagree with the question .It is

observed that the respective alignment should be there and HR and CEO should work hand in hand so that the strategic Human Resource objective of the bank can be meet .

Table 11 Shows Descriptive statistics on independent Variable (Alignment of SHRM practice with Employee Performance)

No	Questions	SA		Agree		Neutra 1		Disagree		SD		N	% Total	Mean	SD
		No	%	No	%	No	%	No	%	No	%				
1	Hibret Bank Employees Strategic Development program is aligned with performance of employees	0	0	59	39.8	1	0.7	87	58.8	1	0.7	148	100	2.8	0.989
2	Hibret Bank Training and Development strategy is linked with the performance of employees	16	11	13	8.7	1	0.7	84	56.8	34	23	148	100	2.28	1.222

With respect to the above question one, 58.8% of them said they disagree with the bank’s employee strategic development program alignment with the performance of employees.39.8 % on the contrary said that they agree with the bank’s strategic development program alignment with the performance of employees. The rest respondents with .7 and .7 percentages said strongly disagree and neutral. More than 90 percent of the respondents replied that the strategic development program is not linked with the performance of employees so that it is observed that promotion and development is unclear.

For the Bank’s training and development strategy linkage with the performance of employees, 56 .8 % of the respondents said they disagree with the statement. Of the respondents with 23 % said they strongly disagree the item, with 8.7 of the respondents were said agreed on the Item. On the

other side, 10.8% of the respondent strongly agreed with the item given to them. The rest .7 percent of respondents said they are neutral. In order to decrease the complaints of the respondents on the training and development strategy linkage with the performance of employees there has to be a clear and open transparent way to the practice.

4.4.1 Descriptive statistics on Job Satisfaction (the Dependent Variable)

Table 12 Shows the descriptive statistics on Job Satisfaction

No	Questions	SA		Agree		Neutral		Disagree		SD		N	% Total	Mean	SD
		No	%	No	%	No	%	No	%	No	%				
1	Hibret Bank employees complaints are handled and treated with top priorities	2	1.4	11	7.4	4	2.7	52	35	79	53	148	100	1.68	0.919
2	Hibret Banks Employees Transfer requests are handled as per the employees request considering the banks procedure	2	1.3	11	7.4	1	0.7	58	39	76	51	148	100	1.68	0.919
3	Hibret Bank employees appraisal , development issues ,complaints are treated fairly and Transparently	64	43	11	7.4	6	4.2	36	24	31	21	148	100	3.28	1.682
4	Hibret Bank employees internal vacancy applicant's results are transparent to applicants	0	0	16	11	1	0.7	58	39	73	49	148	100	1.73	0.93

5	Hibret Bank Human Resources Department is open for employees whenever employees want too	0	0	9	6.1	1	0.7	101	68	37	25	148	100	1.88	0.699
6	Hibret Bank Assesses the Environment Concerning payment and Compensation in the industry	0	0	54	37	32	21.6	62	42	0	0	148	100	2.95	0.887

As per question number one, twelve 53.4 % of employees said they strongly disagree, 35.1 % also said that they disagree with the question .7.4% of the respondents agreed and the rest 2.7 % and 1.4% simultaneously said neutral and strongly agree. Based on the above question it is observed that employee complains are not welcomed and treated that in return paved the way for employee dissatisfaction to exist. Therefore, there has to be an employee relation officer so that the assigned officer can help such issues to be cleared by communicating the respective department or section.

For the above-forwarded question number two, 51.4% of the respondent responded that Employee transfer requests are not handled as per the employee's request considering the bank's procedure. Plus,39.2% of the respondent replied that they disagree. The .7 % of respondents are neutral that they didn't respond to the positive or negative side of the question.7.4 % replied that they agree with the question brought forward to them, on the other side 1.4 % of them said they strongly agree with the question. Above 80 percent of the respondents said that their transfer requests are not handled as per their request that also paved a way an employee dissatisfaction to exist and that should be curved considering employees and bank interest.

For the above question number three, 43.2% of the respondent said that employee appraisal, development issues, and complaints are treated fairly and transparently. On the contrary 24.3 and

20.9 % of them said that they disagree and strongly disagree. And 7.4 % of them said they agree. To the other extreme 4.1% of the respondents were neutral. It is observed that 50 percents of the respondents agreed on the appraisal, development issues and complaints transparency fairness the rest responded to the Reverse therefore, the Bank should make a balance among and proper employee satisfaction can exist and productivity also can increase.

For the above question number four, 49.3% of the respondents said that they strongly disagree the internal vacancy openness to internal applicants and 39.2 % also said they disagree,.7% of them were neutral about the question. On the contrary 10.8% of them said they agree with the question forwarded to them. More than 85 percents of respondents replied that Internal Vacancy result is not transparent to applicants , that shows that such practices is not available in the Bank and that should be cleared by adjusting the problem and there should be a way to let the applicants know the status of their application.

For the above question number five, 68.2 % of them replied that they disagree with the bank's Human resource department's openness for employees whenever the need arises, moreover, 25% of them said they strongly disagree with the item. On the other side, 6.1% of them said they agree with the question. The remaining .7% of them were neutral to the question. Based on the above question it is observed that more than 90 percent of them replied that human resource department is not open for employees whenever they need to talk too, therefore, the door of the Human resource department should be open and there will be harmonious and transparent practice within Human Resource department.

Concerning the bank assessment of the environment with respect to payment and compensation (question number six) , 41.9 % of the respondents said that they disagree with the item, however, 36.5 % of them said they agree, with the issue. But those 21.6 % said they are neutral to the item., Based on the above 50 percent respondents it is observed that the bank has no practice of environmental scanning on the payment mechanisms, since employees look for better payment and compensation the bank should adopt such practices so that employees can be satisfied and remain as loyal to the bank.

4.5 Descriptive Statistics Results of Variables

The goal of the study was to ascertain how strategic HRM strategies at Hibret Bank Share Company affected employees' job satisfaction.

Satisfied employees contribute more to the strategic objective of a firm and they are having less chance of leaving their organization also they contribute their very best in achieving their targets, which contributes to the total achievement of the company.

According to the descriptive findings of the study, job satisfaction was defined as being at a very low level. This suggests that there is job unhappiness among bank employees. Therefore, the bank should give focus and must follow up on the strategic human resource practice and its effective implementation.

4.6 Inferential Statistics

In this section, Pearson correlation coefficient analysis was applied to study the relationship between the variables and as well the correlation between dependent and independent variables.

In order to further investigate the relationship between the dependent and independent variables, Pearson correlation coefficient analysis was applied. Pearson correlation is a statistical technique for measuring the relationship between two variables.

4.6.1 Correlation Analysis

Correlation analysis is concerned with finding out whether a relationship exists between two variables and then determining the magnitude and action of the relationship.

In order to figure out the relationship between the variables the Pearson correlation coefficient was applied and the interpretations are depicted as follows

Size of correlation	Interpretation
.9 to 1 (-.9 to -1)	very high positive (negative correlation)
.7 to .9 (-.7 to -.9)	high positive (negative correlation)
.5 to .7 (-.5 to -.7)	moderate positive (negative correlation)
.3 to .5 (-.3 to -.5)	low positive (negative correlation)

.00 to .3 (.00 to -.3) negative correlation

In addition, Bluman (2009) defines and analyzes the coefficient with the correlation coefficient from -1 to 1, and if there exists a strong relationship the value of r will be close to a positive one, and if there exists a strong negative relationship the value of r will be close to minus one. On the contrary, if there exists no relationship between the variables the value of r will be close to zero.

Table 13 Shows the Pearson Correlation Values of the Variables

		Job satisfaction	Vertical Alignment	Horizontal Alignment
Job satisfaction	Pearson Correlation			
	Sig. (2-tailed)			
	N			
Vertical Alignment	Pearson Correlation	.658**		
	Sig. (2-tailed)	.000		
	N	148		
Horizontal Alignment	Pearson Correlation	.666**	.818**	
	Sig. (2-tailed)	.000	.000	
	N	148	148	
Alignment of SHRM Practices	Pearson Correlation	.502**	.752**	.894**
	Sig. (2-tailed)	.000	.000	.000
	N	148	148	148

From the above correlation table, it was found that the Vertical alignment and job satisfaction, Horizontal alignment and job satisfaction, and Alignment of SHRM practices with job satisfaction Pearson correlation Coefficient (r) founds to be .66, .67,.5. These results state that there exists Moderate and positive correlation among the variables.

From the above correlation table it was also observed that the correlation value among the variables which are, Horizontal alignment and Vertical alignment, Alignment of SHRM practices

with vertical alignment, and alignment of SHRM practices with Horizontal Alignment Pearson's correlation coefficient (r) value founds to be .82, .75, .89 that tells us that there exists High positive correlation among them.

4.6.2 Test of Fitness

Table 14 shows the Chi Square Test Model fitness

	Vertical alignment	Horizontal alignment	Alignment of SHRM Practices	Job satisfaction
Chi-Square	109.595 ^a	118.486 ^b	35.378 ^c	188.351 ^b
df	8	9	4	9
Asymptotic Significance.(P value)	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 16.4.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 14.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 29.6.

As per the above chi-square goodness fit it is observed that the relationship between the two variables is significant. That is the p-value is less than 0.05 and that shows there is a statistically significant relationship between the two variables.

4.6.3 Regression Model Summary

Table 15 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.534	.524	2.43730

a. Predictors: (Constant), Alignment of SHRM Practices, Vertical Alignment, Horizontal Alignment

Shows the relationship between the dependent and the independent variable R (.731) and the r square reveals that .53 percent of the variability is observed in the target variable.

4.6 .4 ANOVA

Table 16 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	979.894	3	326.631	54.984	.000 ^b
	Residual	855.424	144	5.940		
	Total	1835.318	147			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Alignment of SHRM Practices, Vertical Alignment, Horizontal Alignment

The above table tells us that since the p-value is less than .05 we reject the null hypothesis that says that there is no relationship exists between two sets of variables and concluded that there is a statistically significant difference between the means of the groups.

4.6.5 Beta Coefficient

Table 17 Beta Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.366	.656		8.182	.000
	VerticalAlignment	.263	.070	.374	3.773	.000
	HorizontalAlignment	1.160	.208	.812	5.572	.000
	AlignmentofSHRMPractices	-.898	.226	-.505	-3.971	.000

a. Dependent Variable: Job satisfaction

The strength with which independent factors influence the dependent variable is gauged by the beta value. Looking at the SHRM practices, the results indicate that vertical alignment, ($\beta=.812$, $t=5.572$, $p=.000$), and alignment of SHRM practices, ($\beta=-.505$, $t=-3.971$, $p=.000$) all have a favorable effect on work satisfaction. This strengthens the prediction theory. According to the coefficient analysis, job happiness is more impacted by recognition. Since the independent variable's impact on the dependent variable increases with increasing beta value.

Chapter Five

Summaries of Findings, Concussion, and Recommendations

5.1 Introduction

The upcoming chapter contains summary, conclusion, recommendation and suggestion for future work. These are helpful in giving direction to the existing problems and also be relevant to future researchers.

5.2 Summary of Findings

The study analyzed the effect of strategic Human Resource Management Practices on employee's job satisfaction in Hibret Bank. The effect of SHRM practices had been measured using data collection on the implementation of SHRM practices. The vertical and horizontal alignments of SHRM practices were investigated using the questionnaires applied to the case. The correlation between the dependent and independent variables has been assessed using the SHRM practices of the Bank. In addition, the employee's job satisfaction level was also assessed using the questionnaire design for the items.

Descriptive and inferential statistics were employed to examine the data collected from 148 respondents, who were lower-level, medium-level, and upper-level managerial personnel of Hibret Bank, in order to meet the study's overall purpose.

The findings of the study are summarized as follows,

With respect to the first research objective, which is to assess the level of job satisfaction, the study found that there exists employee job dissatisfaction.

With respect to the second objective, which is to assess the prevailing SHRM practices, it is found to be poor.

With respect to the third objective, to assess the effect of SHRM on job satisfaction, it is observed that employees of the bank are facing poor implementation of SHRM practices, and that brought to them job dissatisfaction.

In addition to the above findings, the Bank's Strategic Human Resource Planning is not directly aligned with the Changing Human Capital Turnover, that is to say that Human Capital Shortages

are seen in some selected Branches of the Bank .Hibret Bank Employees Strategic Development program is not aligned with the performance of employees and employees are dissatisfied with Transfer and Development practices. In regards to Training and Development Practices employees are observing, the practices lack alignment with the performance of employees

In mostbranches employees are available in lesser numbers, it is one of the CEO and HR's poor Horizontal alignment practices. Also,It is observed that Employees are dissatisfied with the Complaint handling Mechanisms of the Bank,their Transfer Requests are not considered favorably. Employees are not aware about the internal Vacancy results which is also their concern. Lastly, in relation to the Payment and Compensation practices of the Bank, the Bank is not assessing the Market,which is why Employees also showed their concern in this regard.

5.3 Conclusions

From the findings, it can be concluded that employees of Hibret Bank are dissatisfied with the strategic Human Resource practices. That is recruitment and selection practices are not aligned with the Banks strategic Human Resource Planning, as well as the bank's recruitment and selection is not directly aligned with the departments and human resource needs plan.

5.4 Recommendations

Based on the observed findings and the studied literature, the student researcher provides the following Recommendations as follows,

As confirmed by literature review and different journals, since there exists a positive and strong relationship between strategic human resource practices and Employees Job Satisfaction the bank should examine and follow up the strategic human resource practices through questionnaires and suggestion boxes so that employees can freely tell what they feel about the existing practices.

As depicted by the literature review part, in order to have a competitive sustainable advantage through employees, the Bank should scan the market in relation to its payment and compensation scheme.

The human resource department doors must be open to exercise the employee's request based on the Banks Policies and Manuals.

As supported by literature, Proper strategic human resource planning should be there, therefore, adequate staff for branches can be there.

Finally, as confirmed by different works of literature, there should be a mechanism to aware of internal Vacancy applicants of their results, so that employees can be transparently informed and aware in return that decreases employee job dissatisfaction and it can be the reason to excel the bank strategic Human Resource Objective.

5.5 Suggestion for future research

As mentioned in chapter three, the study sample mainly focused on the management employees of Hibret Bank found at H. O and Addis Ababa district branches only. Thus, the study didn't consider the perception of hibret bank employees found at outlying district branches. Thus, future researchers can study by considering employees found at outlying district offices.

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Addis Ababa University School of Commerce

Research Questionnaire

School of Graduate Studies, Department of Human Resource Management

Dear respondents;

This questionnaire is designed to obtain information for purely academic purposes from HR Directors, Managers, Assistant Managers, and Senior Officers Who are accountable for the Strategic Human Resource Practices of Hibret Bank Share Company. Your genuine answer will be kept confidential and will only be used for academic purposes only.

This questionnaire is designed for the fulfillment of a Master's Degree program in Human Resource Management, with thesis Title on "Effect of Strategic Human Resource Management Practices on Employee's Job Satisfaction, a Case study of Hibret Bank Share Company". Therefore, your genuine response for every question is very essential and has an impact on the findings of the research.

- ✓ **Please do not write your name, Id number or your Area Branches' name on the questionnaire**
- ✓ **All questions are equally important for the completion of the study.**

Thank You!

Yonas Tsegaye 912156905

Email - yonastsegaye1611@gmail.com

Part I: Demographic Characteristics of the Respondents

Please Tick (✓) where appropriate

1. Gender

Male [] Female []

2. What is Your Highest Level of Education?

Diploma [] Bachelor's Degree []

Master's Degree [] Ph.D. []

Other Please specify_____

3. Year of Service in Your Current Organization?

1-2 Years [] 3-4 [] 4-5 [] More Than 5 Years []

4 Age of Respondent

Less than 30 Years [] 30- 35 [] 36 – 40 [] 41 – 45 [] 46 – 50 []

51 – 55 [] 56 and above []

5. Indicate Your Managerial Level Lower level [] Middle level [] Tope Level []

PART TWO:

PART A: QUESTIONS RELATING TO THE ALIGNMENT OF STRATEGIC HUMAN RESOURCE PRACTICES OF THE BANK (VERTICAL ALIGNMENT)

Please indicate to what extent the following statements are true as relates to the Level of Job Satisfaction of Employees of Hibret Bank. Please tick (✓) in the box with a number from the circle below that best describes your response Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

To what extent are the following statements describing the horizontal alignment practices of the Bank?

Please (✓) in the box with a number from the scale below that best describes your response. Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

No	ITEMS	SA		A		N		D		SD	
1	Hibret Bank Strategic Recruitment and Selection practices is directly aligned with the banks strategic human Resource Planning										
2	Hibret Bank Recruitment and Selection practices are directly aligned with departments and branches human resource needs plan										
3	Hibret Bank Employees strategic Human Resource Planning is directly linked with the banks Department and Branches human resource capital needs										
4	Hibret Bank strategic Human Resource Planning is directly aligned with the changing Human Capital turnover of the bank										
5	Hibret Bank Employees performance appraisal is aligned with the banks compensation plan										
6	Hibret Bank employees transfer request is directly aligned with the strategic performance appraisal of the bank That is (Employee Transfer is directly linked with performance appraisal)										

PART B: QUESTIONS RELATING TO THE ALIGNMENT OF STRATEGIC HUMAN RESOURCE PRACTICES OF THE BANK (HORIZONTAL ALIGNMENT)

To what extent do you agree with the following statements pertaining to the strategic human resources management practices of the Bank? Please (✓) in the box with a number from the scale below that best describes your response .Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

To what extent are the following statements describing the horizontal alignment practices of the Bank?

Please (✓) in the box with a number from the scale below that best describes your response. Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

S/N	Questions	SA		A		N		D		SD	
1	Hibret Bank Employees recruitment is horizontally aligned with the banks strategic objective										
2	Hibret Bnak’s Functional Departments are horizontally aligned with the strategic human resource practices of the Bank										
3	The CEO of the Bank and HR Department work is horizontally aligned when the need arises in the form of finance and related strategic human resource function decisions										

PART C: QUESTIONS RELATING TO THE ALIGNMENT OF STRATEGIC HUMAN RESOURCE PRACTICES OF THE BANK (ALIGNMENT OF STRATEGIC HUMAN RESOURCE PRACTICES)

To what extent do you agree with the following statements pertaining to the strategic human resources management practices of the Bank? Please (✓) in the box with a number from the scale below that best describes your response .Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

To what extent are the following statements describing the alignment of strategic human resource management practices of the Bank?

Please (✓) in the box with a number from the scale below that best describes your response. Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

No	Questions	SA		A		N		D		SD	
1	Hibret Bank Employees Strategic Development program is aligned with performance of employees										
2	Hibret Bank Training and Development strategy is linked with the performance of employees										

PART III: QUESTIONS RELATING TO THE ASSESSMENT EFFECT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB SATISFACTION.

To what extent do you agree with the following statements pertaining to the strategic human resources management on employee's job satisfaction? Please (✓) in the box with a number from the scale below that best describes your response .Where 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

Thank You!

No	Questions	SA		A		N		D		SD	
1	Hibret Bank employees complaints are handled and treated with top priorities										
2	Hibret Banks Employees Transfer requests are handled as per the employees request considering the banks procedure										
3	Hibret Bank employees appraisal , development issues ,complaints are treated fairly and Transparently										
4	Hibret Bank employees internal vacancy applicant's results are transparent to applicants										
5	Hibret Bank Human Resources Department is open for employees whenever employees want too										
6	Hibret Bank Assesses the Environment Concerning payment and Compensation in the industry										