



**THE EFFECTS OF INTERNAL RECRUITMENT AND SELECTION  
PRACTICES ON JOB SATISFACTION  
(THE CASE OF COMMERCIAL BANK OF ETHIOPIA)**

**By:Enguday Sendeku**

Addis Ababa University College of Business and Economics  
School of Commerce  
June, 2017  
Addis Ababa



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**(THE CASE OF COMMERCIAL BANK OF ETHIOPIA)**

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**Prepared By  
Enguday Sendeku**

**Advisor:  
Ababa Beyene Mengistu (PHD)**

Addis Ababa University College of Business and Economics  
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**By: Enguday Sendeku**

**Approved by Board of Examiners**

**Research Advisor  
Name**

**Signature**

**Date**

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**Internal Examiner's  
Name**

**Signature**

**Date**

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**External Examiner's**

**Name**

**Signature**

**Date**

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## **Statement of Certification**

This is to certify that **Enguday Sendeku Ayou** has carried out her research work on the topic entitled “The effects of Internal Recruitment and Selection Practices on Job Satisfaction: the case of Commercial Bank of Ethiopia” is her original work and is suitable for submission for the award of Masters Degree in Human Resources Management.

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**Abeba Beyene (Ph.D)**  
**(Advisor)**

**June, 2017**

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## **List of Abbreviations**

CBE	Commercial Bank of Ethiopia
IDS	Institute of Development Studies
HR	Human Resources
PR	Public Relation
TQM	Total Quality Management
VP	Vice President

## Abstract

*This study has aimed at examining the effect of Internal Recruitment and Selection practice on Job satisfaction. In the process, however, the practices of Internal Recruitment and Selection per se as well as the level of Job satisfaction in Commercial Bank of Ethiopia are assessed. Two districts in Addis Ababa area were singled out where grade 3 and grade 4 branches from each district were purposely selected for their higher level of transaction and bigger number of cases of Internal Recruitment and Selection. The number of individual respondents was determined using a scientific formula while proration is made proportionally for each selected branch. In addition to these sample members that responded to questionnaires, Director/District HR Business managers were also contacted for a semi structured interview. The data obtained by using the questionnaire were fed into the appropriate worksheet in the SPSS software where they were edited. Descriptive analyses have been substantially about the mean value of each dimension of Internal Recruitment and Selection as well as Job satisfaction on the one hand and correlation between the same dimensions and Job satisfaction. However, contexts for triangulation have been used from the data obtained from interview and various pertinent documents. Finally, explanatory analyses to gauge the effect of Internal Recruitment and Selection practices on Job satisfaction have been conducted by applying simple linear regression. Finally, it has been found out that the Internal Recruitment and Selection practice was not up to the standard as evident from a moderate level of rating for each of its dimensions. In addition, the study revealed that not only did each dimension of internal recruitment and selection have a strong correlation with job satisfaction but also the effect of Internal Recruitment and Selection (an, thereby the entirety of Internal Recruitment and Selection) ranged from moderate to high. Finally, the researcher suggested improvements on each dimension of Internal Recruitment and Selection by enhancing the process and structure issues. Among others, enhanced transparency on the process, training for line managers and enriched feedback system were emphasized.*

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter introduced the topic and objectives of the study, states why it is significant to conduct it. The sub topics discussed include the background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms and organization of the study.

### **1.1. Background of the Study**

The banking industry is an indispensable financial service sector supporting development plans through channeling funds for productive purpose, intermediating flow of funds from surplus to deficit units, and supporting for the implementation of financial and economic policy of the government (Sandeep and Parul, 2012). The services in a bank cannot be effective without the involvement of its vital resource, that is, human resource.

Human Resource is the most important resource in an organization without which other resources cannot be mobilized and put into effect by themselves. In this regard, the continued success of an organization depends on its ability to recruit and select high quality staff at all levels. It is, therefore, essential that the Internal Recruitment and Selection process is properly planned and organized.

According to Weihrich and Koontz (1994), recruitment involves attracting of candidates to fill the positions in an organizational structure. Before recruiting begins, the positions' requirements which should relate to the task must be clearly identified. In the view of Ejiofor (1989), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organization requirements.

The value of service conveyed to external customer is often identified by the value of service that internal customers give each other (Connor, 2003). It is very essential to keep in mind that every person within a firm offers a service. There are internal as well as external

customers. Internal customer is the employee in a company who is responsible to manufacture or provide services and products. Every employee obtains materials or services from other employee in the procedure of manufacturing their own products. It is essential that the internal customers be delighted first in order to satisfy external customers. Customer service guides to customer satisfaction whereas internal customer service guides to employee satisfaction. In Total Quality Management systems, all employees are persuaded to observe each other like vital customers during the manufacture and service delivery procedures (Marshall and Miller, 1991). In an organization, all employees are both the receivers and providers of products or services.

According to George (1994) exclaims that as several workers do not make contact with external customers directly in that how this workers act indirectly determines the excellence of service render. In order to deal with this matter, therefore, the employees of such types should acknowledge value and treat other workers as internal customers.

Internal Recruitment and Selection practice encompasses promotion, lateral transfer, and related practices in job positions of employees. Creating good public relations, building morale of employees of the organization, and encouraging individuals who are ambitious are some of the advantages of Internal Recruitment (Decenzo and Robbins, 2009).

Generally, coming to the Bank, Commercial Bank of Ethiopia employs both internal and external sources of Recruitment and Selection to fill its human resources needs and gaps. The external recruitment and selection is used by the Bank for fresh graduates, technical position and lower positions. On the other hand, for its Internal Recruitment and Selection, promotion and transfers the bank uses only its existing employees. In relation to the bank's Human resources policy the higher the number of years of experiences an employee has cannot alone guarantee for its promotion in its quest for promotion. In addition, the performance of employees is another major element to be considered for Internal Recruitment and Selection. However, the internal customer satisfaction surveys for instance employee satisfaction survey 2014 showed that employees are dissatisfied by not promoted in relation to the number of years of experience and work load which is far away from employees need and expectation. Hence, this study is targeted to find out the effect of Internal Recruitment and Selection on Job satisfaction.

## **1.2. Back ground of the Organization**

Commercial Bank of Ethiopia was established in August 1942 G.C. as a State Bank of Ethiopia by proclamation with the aim of providing commercial banking service to the public. But a year later, in addition to its commercial banking functions, the bank was entrusted with three basic duties of a central bank i.e. controlling the issuance of currency, holding the foreign reserves of the country and acting as fiscal agent of the government. Since its creation up to 1963 GC Commercial Bank of Ethiopia combined these official and private functions acting at the same time as a Central Bank of Issue and the only important deposit Bank operating in the country.

Now a days, Commercial Bank of Ethiopia carries a comprehensive banking business such as, providing different types of loans for borrowers, different types of saving deposits, providing local and foreign money transfer and facilitating domestic and international trade in and between the country with the help of its above 1151 (one thousand one hundred fifty one) branches and around 28,545 employees all over the country and two abroad to its corporate, business, commercial and retail customer which makes it a truly national as well as the largest and dominant Commercial Bank in Ethiopia.

The Commercial Bank of Ethiopia is expected to play a pivotal role in financing the development efforts of the country and national priority areas. Driven by the ambitious and ever-growing demand of stakeholders, the Bank has been working hard to become a World-Class Commercial Bank that meets the expectations of all stakeholders which is the vision of the bank that is expected to be attained in the year 2025. To this end, Commercial Bank of Ethiopia has re-engineered its business process and is being transformed from a functionally-oriented bank into a process-based institution that strives for efficient and effective service delivery. This paradigm shift has radically changed the bank in general and its human resources management system in particular (Commercial Bank of Ethiopia Human Resources Manuals, 2010).

The human resources structure of the bank is led by a Vice President level, and has two main wings: Human Resources Development and Human Resources Management. Under

Human Resources wings there are Human Resource Recruitment and Selection, Employees Relations and Communication, and Human Resources Transactions (Commercial Bank of Ethiopia Human Resources Manuals, 2010).

### **1.3. Statement of the Problem**

As per the strategic document (2016/17-2020/21) and profile of the Bank (2014/15), currently Commercial Bank of Ethiopia is implementing the Human Resource Development strategy. To achieve the success of the strategy and become competent enough in the banking sector domestically as well as internationally, the Bank has been exerting a lot of resources. In this regard, the strategies of the bank (2015-2020) clearly reveal why the bank has designed its vision as, " Becoming a world Class Commercial Bank by the year 2025."

According to Kelly (2006), for any organization to achieve its stated objectives and goals, there is a need for management to put in place policies or strategies that will help attract the best employees to strive towards the achievement of organizational objectives.

An organization's recruitment and selection strategy is driven by its vision, objectives and strategic agenda (Kelly, 2006). Since the quality of employees employed by an organization has a direct impact on its financial performance, attracting and selecting the "right" people and keeping them satisfied is critical to organization success. This is because, poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the worker by lowering job satisfaction which has impact on the organization including higher rates of turnover, reduced performance effectiveness, and reduced work motivation.

To achieve the vision, the bank in collaboration with the Frankfurt School of Finance and Management consultants had started to implement improved Recruitment Assessment and Selection process with the ultimate goal of enhancing continuous improvement on the performance of the organization that align with the strategy and objectives of the organization (Frankfurt Report , 2010). Parallel to this, the bank has given concern to retaining employees considering their needs and their satisfaction. Hence, employees' job satisfaction is the focal point in retaining the employees and organization success in the bank. For this the bank has started making annual survey on job satisfaction in general.

Accordingly, different unpublished annual studies of the bank and more specifically the internal customer satisfaction of the bank (for example internal customer satisfaction survey 2015) show that there is positive relationship between employees satisfaction and job characteristics, salary and benefits, relationship of employees with supervisors, training and development. However, no study is made in the bank on the effects of the Internal Recruitment and Selection practices as determinant of the bank on the CBE job satisfaction.

Moreover, I searched from different electronic medias and have come across two studies made on “Human Resource Management Practices and Its Effect on Employees’ Job Satisfaction” by Sarbapriya and Ishita (2011) and “Recruitment and Selection influencing Job Satisfaction” by Gopinath and Shibu (2014). In both studies recruitment and selection was positively related to Job Satisfaction.

Hence, Job satisfaction on Internal Recruitment and Selection of the bank, this paper figured out the effects of Recruitment and selection practices made internally on Job satisfaction and the magnitude of the effects therein, if there is any relationship.

#### **1.4. Research Questions**

In view of the above background of the study and statement of the problem the main research question for this study are:

- What does the Internal Recruitment and Selection practice of CBE look like?
- What is the satisfaction level of employees in CBE?
- What is the relationship between Internal Recruitment and selection of the bank and Job satisfaction?
- Does the Internal Recruitment and Selection practice in Commercial Bank of Ethiopia have an effect on Job satisfaction?

#### **1.5 Objectives of the Study**

The study was conducted by drawing general and specific objectives which are clearly stated as shown below:

##### **1.5.1 General Objective**

The general objective of this study is to find out the effects of Internal Recruitment and Selection practices on Job satisfaction in the case of Commercial Bank of Ethiopia.

### **1.5.2 Specific Objectives**

Specifically the study tried to hit the following specific objectives:

- To examine how the Internal Recruitment and Selection in CBE are practiced.
- To determine the level of Job satisfaction in CBE
- To determine the relationship between Internal Recruitment and Selection practice of the Bank and Job satisfaction.
- To determine the effect of Internal Recruitment and Selection practices of the Bank on job satisfaction

### **1.6 Significance of the Study**

The study has the following importance:

- It will provide valuable information for the bank under study on the current relationship between Internal Recruitment and Selection practice on Job satisfaction. In relation to this it will advice mitigating points to Human Resource managers to minimize job dissatisfaction.
- It will add up valuable knowledge and skills of the researcher while conducting research.
- The action of the bank as a remedy in settling employees' dissatisfaction will benefit employees to be satisfied and perform their job being settled.
- It will help as a source document or reference material for anyone who wants to undertake a further study on the same or related topic.

### **1.7 Scope of the Study**

Although conducting a study on the effects of Recruitment and Selection of the Bank on Job satisfaction in general is important the study is delimited to the effects of Internal Recruitment and Selection only. Commercial Bank of Ethiopia has 15 districts across the country of which 4 are in Addis Ababa. In addition, there are various Head Office organs (Trade Service, Customer Account and Transaction services and Credit) exiling only in Addis Ababa. However, the study covered only Addis Ababa area. This is due to the reason that the bank's studies (e.g. Employees' satisfaction survey report 2014) showed that the dissatisfaction of employees of various schemes of the bank was comparatively higher in Addis Ababa than in outline districts. Time wise, the study used documents of the bank used as secondary data that cover the period between May 2012-Dec 2016 G.C. This is because the bank's new operational system (core

banking) came into effect starting from May 2012 which changed various structure of the bank mainly the human resources and IT sections of the bank. Besides, as source of data regarding respondents' selection, only CBE's permanent employees were part of the study as others were working at lower level and are administered by agencies not Commercial Bank of Ethiopia.

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

Due to the bulky nature of the document striating from even the core banking system, the student researcher had no sufficient time to see each and every employee and file of the bank which is used as secondary sources of data that are important for the study under analysis. To solve this constraint, therefore, major employees' group and files which greatly contributed to gain the required level of data had been used.

### **1.9 Definition of Terms**

**Recruitment-**The set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time (Costello, 2006)

**Selection-** It is a process of selecting individuals who possess suitable qualifications to fill an existing or future job vacancy (Yahaya et al.2009)

**Job Satisfaction-** Employees' job related perceptions that link the expectation of them and what they receive in return. (Judge, 2005)

**Grade 3 and Grade 4 Branches** –branches in Commercial Bank of Ethiopia in which there are high transactions related to banking services. (Customer Accounts and Transaction Service Procedures of the Bank, 2016)

### **1.10 Organization of the Study**

The study is organized in five chapters. The first Chapter gave a general highlight about the problem and its approach. The second Chapter presented a detail review of related literature which was related to the study. Chapter three comprised of detailed research methodology that is used for the study. The fourth Chapter comprised of data presentation and analysis. Lastly, Chapter five of the study finalized the study by giving summery of findings, conclusion and recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter deals with the assessment of literatures which relate to the topic the effects of Internal Recruitment and Selection practices on Job satisfaction. Several literatures would be selected and relevant areas would be reviewed. This chapter provides information about aspect of previous works which relate to this study.

#### **2.1 Overview of Employees Job satisfaction**

Employee satisfaction is an important goal for organizations to reach as it has been shown that profitability, productivity, employee retention, and customer satisfaction are linked to it. Satisfied, motivated employees create higher customer satisfaction and in turn positively influence organizational performance.

The concept of employee satisfaction is a multi-dimensional and inters disciplinary term that has attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM and others. In literature there are a large number of studies that analyze the term from many different perspectives and its relationship with various organizational variables (Lund, 2003). However there is no universal definition of employee satisfaction that exposes all these dimensions at the same time (Bernal, 2005). Most of the definitions emphasize the importance of employees' job-related perceptions that link the expectations of them and what they receive in return. Some researchers focus on the overall job satisfaction or even life satisfaction of employees (Judge, 2005) whereas some others underline a variety of satisfaction facets such as satisfaction with pay, promotion, supervisor, or co-workers. For example Locke (1969), describes job satisfaction a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a "function of the perceived relationship between what one wants from one's job and what one perceives it as offering" (Locke, 1969). According to Judge (1993), on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational

commitment, life satisfaction, mental health, and job performance and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. Cranny and Smith (1992) suggests that employee satisfaction encompasses a lot of different facets. Hence overall employee satisfaction describes a person's overall affective reaction to the set of work and work-related factors whereas the facets of job satisfaction involve workers' feelings toward different dimensions of the work and work environment. In contrast, Rousseau (1978) identified three components of employee Satisfaction: they are characteristics of the organization, job task factors, and personal characteristics. According to Rousseau's identification the characterization of the organization and the job task factors can be regarded as work factors in job satisfaction, while personal characteristics can be regarded as non-work factors of job satisfaction (Hagihara, 1998).

The most referred definition of job satisfaction was offered by Locke (1976) who defined job Satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque and Taher, 2008). Job satisfaction is also defined as an individual's general attitude regarding his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999).

### **2.1.1 Importance of Employees Job Satisfaction**

Many studies have demonstrated that job satisfaction is one of the key factors of individual and organizational performance. The major benefits of employees' job satisfaction as extracted from different authors' analysis are discussed in the following paragraphs.

According to Logan (2000), the opportunity to learn and try new thing is the most important factor for enhancing retention. On the other hand, Irshad and Afridi (2011) gave high weight to employees' compensation, reward and recognition as key drivers which lead to employees' retention.

Especially in service giving organizations like banks, the satisfaction of employees is likely to have large contributions for an enhanced level of customer satisfaction. Logically speaking, happy employees can make customers happier (Daniel, 2011).

According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied.

Enhanced organizational commitment is another popular attitudinal variable in the work domain. It is defined as the extent to which one identifies with and is involved in an organization. It is also conceptualized as an acceptance and internalization of organization's goals, a willingness to work hard to achieve those goals, and the desire to stay with the organization (Mohamed, 2012). Of course it is local to infer that the willingness and desire of the employees are the results of employees' job satisfaction on their job.

### **2.1.2 Theories of Employees job satisfaction**

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction.

According to Frame (2004) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions.

The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of

working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

According to James Brown (2007), he defines fairness as equal treatment, receiving the same services and benefits as other people. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances (Klesh, 1979). Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (PZB, 1988). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Zeithaml and Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise.

### **2.1.3 Empirical Literature on Employees Job Satisfaction**

Employee satisfaction is one of the most researchable issues in the human resource management practice. Many scholars invest their time and energy to identify the main factors for employees' satisfaction, but their results may not always be the same.

As per Usman (2013) made a study on the determinants of Job Satisfaction among Employees of the Banking Industry in Bahawalpur (a city in eastern Pakistan). Variables including organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and selection procedures were found to have significant association with employees' job satisfaction.

As per Adnan and Mahazril (2011) have made a study on the effects of recruitment and promotion practices on employees' job satisfaction in the local governments of india.

Accordingly, the study revealed that there are positive significant relationship between recruitment and promotion towards employees' job satisfaction but only at a moderate level.

## **2.2 Overview of Recruitment and Selection**

Recruitment and Selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified (Walker, 2009). Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

### **2.2.1 Definition of Recruitment and selection**

Several definitions of recruitment have been proposed over the last two decades. Recruitment is defined as a process encompassing all organizational practices and decisions that affect either the number or types of individuals that are willing to apply for or to accept a given vacancy (Rynes, 2001). Employee recruitment involves those organizational activities that influence the number or types of applicants who apply for a position and affect whether a job offer is accepted (Breaugh, 1992). Emphasizing the strategic importance of the recruitment function, Saks (2007) put forward the following definition: "Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives." In particular, such activities should generate a pool of desirable candidates and enhance their interest in and attraction to the organization.

There is another definition "Recruitment is the process of searching the candidates for employment and stimulating them to apply for job in the organizations; recruitment is the activity that links the employers and the job seekers" (Flipo, 1988).

According to Mondy (2010), Selection refers to the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. As well as Mathis and Jackson (2006), define Selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed.

Whereas the Recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008).

With the oversupply of unskilled applicants, it can be assumed that employers would be very careful before selecting any (Nzukuma and Bussin, 2011). Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

Robbins (2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner.

### **2.2.2. Importance of Recruitment and Selection**

As per Phillips (1998), the Recruitment and Selection are the major functions of the human resource department and Recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations. In today's rapidly changing business environment, a well-defined Recruitment and Selection policy is necessary for organizations to respond to its human resource requirements in time. Therefore, it is important to have a clear and concise recruitment and selection policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly (Petts, 1997).

The purpose and importance of Internal Recruitment and Selection are mentioned by (Dessler, 2000) as helping increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants, increases the pool of job candidates at minimum cost, creates a talent pool of candidates to enable the selection of best candidates for the organization, attract and encourage more and more candidates to apply in the organization. In addition to these, the author further listed the importance as its ability to determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities, and helps reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time. Others according to him are; meets the organizations legal and social obligations regarding the composition of its workforce, begins identifying and preparing potential job applicants who will be appropriate candidates, and increases organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

Internal Recruitment has some advantages which are related to the fact that sources of recruitment are from the organization itself. Accordingly, the following are eight importance of Internal Recruitments stated by different authors in the area.

The turnover of valuable employees is reduced through internal placement. Here, star employees within the company can be reassigned to an area within the organization where the need is greater. Restricting the vacancy to internal candidate can also help retain employees who might otherwise have left the organization (Sunderland and Canwell, 2008).

Internal recruitment might offer cost saving in the human resource management process because of the record of performance available to recruiters. An internal candidate has developed a record of accomplishment of performance during employment that provides the most accurate assessment of her on the job professional skills and experience. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates (Keshav, 2013).

When qualified candidates exist internally, recruiting candidates internally can decrease the time it takes to fill a position. This is particularly useful in a tight job market, when the number of external candidates applying for a given job opening can become astronomical. In such cases, selecting among qualified internal candidates may be efficient because it offers cost savings, such as those associated with advertising and from using staffing resources to interview numerous external candidates (Keshav, 2013).

Culture might formally relate to the goals and objectives of the company as articulated in its vision and mission statement. It informally includes the business attitude, customs and etiquette. An external candidate that fulfills the experience and skills needed for a position might not fit into the organizational culture. Internal candidates are already familiar with the company's culture, policies and procedures. For example, this might manifest itself in how meetings are conducted, projects are organized or the use of consensus building in the decision-making process (Keshav, 2013).

Though the above benefits of Internal Recruitment are true and supported by different authors who made a study on the area, the same authors have also depicted that the principal disadvantages of internal recruitment are:

Internal Recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Internal recruitment does not tap any candidate from outside the organization; hence, the number of potential candidates for the post is limited to those from within the organization. There may be far better external candidates who have more experience and better qualifications (Sunderland and Canwell, 2008).

Internal recruitment requires the implementation of traditional form, system, process and procedures. In addition, this limits the scope of fresh talent in the organization (Keshav, 2013).

In using internal recruitment, existing employees, whether competent or not, will feel that they have an automatic right to be given a more senior post (Sunderland and Canwell, 2008).

This in turn limits the organization's opportunity of getting better skilled and knowledgeable candidates off the job.

Increment of cost taking into consideration that when an employee is promoted, vacancy instantly arises. In this regard, another employee is to be recruited to fill that position, which may be costly affair (Sunderland and Canwell, 2008).

### **2.2.3 The Goal of Recruitment and Selection**

For recruiting to be effective, attracting a pool of candidates is important since the more the number of the candidates the higher is the chance of getting qualified applicant for post. However, Robbins (2006) noted such a task is not easy especially if the labor market is tight. The source further stated that the goal of recruitment is to communicate the post in such a way that job seekers respond. This is further strengthened by Webb (1999). He mentioned that the goal of recruitment is to identify the pool of qualified people to secure the services of those most qualified who in turn would help the organization to achieve its objectives. To achieve this goal, an organization may choose internal or external recruitment methods.

### **2.2.4 Process of Internal Recruitment and Selection**

When an organization makes the decision to fill an existing vacancy through internal recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of internal recruitment to attract suitable candidates for the particular vacancy (Smith, 1989).

The process of Internal Recruitment and Selection comprises four steps. These are sourcing, attracting, screening and selecting. Each of the steps is stated below sequentially. Lateral transfer is the other part of the research that needs to be mental conditions.

#### **2.2.4.1 Promotion**

Promotions refer to promoting or upgrading an employee who already exists in the payroll and contributes to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher

job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Sherman, Bohlander and Snell, 1998).

#### **2.2.4.1.1 Sourcing**

Sourcing has evolved in the past several years with the proliferation of job and career sites. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment (Armstrong, 2000).

This source of recruiting is from the organization itself that is in need of a job. The internal recruiting sources could be present employees, former employees and previous applicants. As per Decenzo and Robbins (2009), for example, many organizations attempt to develop their own low-level employees for higher positions. Decenzo and Robbins (2009) have put the following as sources of Internal Sources of Recruitment.

##### **2.2.4.1.1.1 Importance of Sourcing**

In deciding requirement of employees, initial consideration should be given to a company's current employees during internal vacancy announcement. They include those who are already available on the payroll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. (Ivancevich, 1989). In addition, Armstrong (2000) stated that internal sourcing motivates the employees of work hard in order to get higher jobs in the same organization. It increases the morale of the employees and improves the relations in the organization and reduces employees, mainly executive turnover by developing loyalty and a sense of responsibility on employees.

##### **2.2.4.1.1.2 The Process of Sourcing**

The first step in candidates sourcing is to identify a number of potential candidates for an open position. Nowadays recruiters are also using social networks to identify candidates. This

approach is limited because their work is not entirely dedicated to candidates sourcing. Armstrong (2000) only a few companies have recruitment departments with a dedicated sourcing function with the focus, training and expertise to source effectively.

A long term plan relating to talent sourcing is integral to creating sustainable recruitment processes within your organization. The more thought out and polished your approach to sourcing is the deeper and better your hiring pipeline will be. In turn, you'll be able to create a sustainable, strategic recruitment process rather than frantically jumping to fill vacancies as they arise. Robinson (2017) has put the following five steps of sourcing.

### **1) Identify Your Goals**

Your talent sourcing strategy should be derived from your overall business plan and long term company goals. This is the very first step in identifying the future employment requirements of any business, and is a crucial component of sustainable recruitment sourcing strategies. By knowing what your company wants to achieve and when/how it plans to do so you can ensure that you are not only looking for the right talent to meet those needs, but you'll be able to plan your hiring pipeline to ensure people come on board right as you need them.

For instance, you will need to take into account whether offering relatively low or average salaries with a training and development plan to develop younger talent is best, or if a high salary and/or generous bonus plan for highly skilled and experienced candidates is a better approach. Once you have identified skill levels you need you will also need to work together with other stakeholders to determine how many employees will be needed at what times. The more clearly aligned your strategy is with company goals the more effectively you will be able to plan and the more easily you will be able to request the resources needed to achieve your goals.

### **2) Designate specific Sourcing and Recruitment needs**

Sourcing and recruitment, like many other aspects of HR, can sometimes struggle in gaining internal support and approval. In creating your strategy be sure to carefully define exactly what you will need to get it done. Once you have done this, present it to both management and other stakeholders and gain their commitment and support. Doing so will allow you to spend your time executing your strategy rather than fighting for resources.

### **3) Define the Talent You Are Targeting**

There are a variety of ways to identify and define the types of talent you are going to source and recruit. You can base it on specific skill sets, personas, academic backgrounds, broad candidate descriptions, internal versus external hires, and more. Regardless of what criteria you use, the more detailed the profile is the easier it will be to prepare for it. In some instances you will be able to build your pipeline in advance, before the vacancy has even gone live.

### **4) Know Where and How to Source**

The actual work of sourcing and recruiting serves as the culmination of the hard work that has gone into your strategy. If you've done things right you'll start to see the dividends be paid out, allowing you to quickly and easily target (and hire) the right candidates. When it comes to the sourcing itself, understanding where the talent is now and where it is likely to be in the future is key to keeping your strategy sustainable. Which networks do you need to use? What's the best?

### **5) Set Checkpoints and Conduct Analyses**

The final component of an effective sourcing strategy is incorporating the ability to review and improve it. Set checkpoints (based on dates or key events) where your team will review how things are going. In conjunction with that, determine what key metrics you will need to measure in order to determine the effectiveness of both your strategy and how you have executed it. By making continuous improvement a core part of your strategy you'll ensure your team is able to be constantly improving.

Creating and implementing a sourcing strategy can demand time and resources you may not feel you have, but by making the effort you'll save yourself a lot of time in the long run and position your team to deliver talented candidates at a faster rate and with less wasted effort.

#### **2.2.4.1.1.3 Theoretical review on Sourcing**

The increasing use of technology to facilitate work processes has seen the face of recruitment undergo a change in different organizations. Companies now rely on e-recruitment in order to attract the right candidate, have a larger applicant pool available as well as save time and money. Both companies and applicants find the approach cheaper, faster, and potentially more effective. Organizations nowadays make use of the existing job portals for posting the relevant job descriptions and specifications of the openings they have. Job portals provide additional

services of preliminary selection of the applicants based on criteria specified by the organizations. Companies may also create their own recruitment sections in the company website and invite applications, thus creating a database for the future. (Snell, 2012).

Internal Recruitment is ‘when an organization seeks to fill job vacancies from existing personnel’ where on the other hand, external recruitment is ‘when managers look outside their own organization to fill supervisory, middle and higher-management positions’. This is necessary because the skills can't be found within the organization (Cook, 1998). Most of the organizations try to follow the policy of filling the job vacancies above the entry-level positions through sourcing internally. By filling vacancies in this way, an organization can capitalize on the investment it has made in recruiting, selecting, training and developing its current employees, who might be dissatisfied and look for jobs elsewhere if they lack promotion opportunities. Companies are also more likely to promote from within than they have been in the past which boosts their morale and job satisfaction (Cook, 1998).

If the organization has planned well and done a good job of developing its sources and search methods, activation soon results in a flood of applications and/or resumes. This way if the applications received are screened fairly and timely and those who pass are contacted and invited for interview. Unsuccessful applicants must also be sent letters of regret (Heneman, 1986).

#### **2.2.4.1.1.3 Empirical Review on sourcing**

Much of the empirical research on internal and external hiring simply document their relative prevalence, describes how observable characteristics differ between internal and external hires, and identifies the types of firms that tend to rely heavily on internal sourcing. Other empirical research offers (Kusunoki and Numagami, 1997) found out that regular and frequent internal sourcing has effect on employees' performance, motivation and satisfaction.

Finally, on the basis of what has been discussed about both theoretically and empirically and on the basis of the tenets of empirical theories of research and conjecture for the following hypothesis

*H1. Sourcing applicants is positively and significantly related to job satisfaction.*

#### **2.2.4.1.2 Attracting**

Attraction is the result of a range of activities and processes, including employer branding, employment value proposition, recruitment and induction. Attraction strategies provide opportunities for an organisation to market and communicate the benefits they can offer applicants (Victoria, 2009).

Attracting the right candidates to apply for vacant roles is an important step in the recruitment and selection process. It is important to understand how your attraction strategy has worked by evaluating the process undertaken.

##### **2.2.4.1.2.1 Importance of Attracting**

Managers today recognize that an organization's staff is its most critical assets. Employees are investments that will, if effectively managed and developed, provide long-term rewards to the organization in the form of greater productivity. Employees, who have the right qualifications and adequate experiences in the business, can contribute a lot in helping the management team operate the organization well. Attracting will indulge employees to apply for the position. (Walker and James, 1992).

Organizations provide support that includes the job itself and also other activities and programs for employees. Attracting employees gives the opportunity to know employees knowledge, skills and abilities in an organization further (Noe, 1997).

##### **2.2.4.1.2.2 Process of Attracting**

The first thing that you need to do is ensure that the remuneration package is attractive. This means paying the market rate unless the job or the company's reputation is good enough to persuade people to settle for less - and this is a rare event. You can find out what the market rates are by studying advertisements for comparable jobs. Some people say that these rates are unreliable and, indeed, they may not reflect what is eventually paid. But you will be competing in the job vacancy pages against other firms, so you must take into account what they offer. There is no point in offering less than the average, except in the ultra-special circumstances referred to above (Davy, 1998).

Many companies are offering non-traditional benefits to help employees balance the details of their professional and personal lives. As benefits such as life insurance, medical coverage, paid leaves. In connection to this it is more likely to get someone good if the job, as described in the advertisement or at the interview, looks sounds and is good from the points of view of interest, challenge and opportunity (Michael, 1988).

#### **2.2.4.1.2.3 Theoretically review on attracting**

Companies want to attract top talent; after all, employees help bring a company to the next level. This launch happens when companies recruit only the absolute best in the industry, and this means that companies constantly must ensure that quality stays consistent and constant. Any company can set this goal, but only the organizations which understand how to attract top talent to their company can achieve it. The secret to this step: creating a culture which captures the attention of the talent they aim to hire (Cuming, 1994).

Bersin by Deloitte's 2014 Predictions show that retaining and attracting top talent requires building passion through management, opportunities, the work environment, leadership, and the company brand or mission. Each of these factors plays into company culture and dictates how organizations create and illustrate that their culture can attract top talent and convince them to join the team through increasing their job satisfaction.

#### **2.2.4.1.2.4 Empirically review on attracting**

Paying above the labour market, according to Scott (2012) helps retain good people, which 'retention of key talent and the role of rewards' confirm. However, IDS HR in Practice (2013), in his studies suggests that organizations need to be mindful of how they attract and retain employees. And that research has shown that strategic attracting motivates employees on their job. Job satisfaction and employees performance. The more strategic attracting, the higher job satisfaction and the performance. Although the case study of Home Group in the same IDS HR in Practice (2013), argues that talent could be lost when employees are narrowly attracting using better attracting mechanisms showed higher performance and satisfaction.

Finally on the basis of what has been discussed about both theoretically and empirically and on the basis of the tenets of empirical theories of research and conjecture for the following hypothesis

*H1. Attracting applicants is positively and significantly related to Job satisfaction.*

### **2.2.4.1.3. Screening**

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications are received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994), selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

#### **2.2.4.1. 3.1 Importance of Screening**

The screening process provides information about an individual's skills, knowledge and attitudes, enabling a potential employer to determine whether that person is suited to, and qualified for, the position. Experience has shown that hiring an overqualified person can be as harmful as hiring an under qualified person. The application form is the place to begin screening candidates for a job. It provides information on the person's background and training and is the first means of comparing the applicant with the job description. This will ensure that you don't waste time on applicants who clearly do not meet the minimum requirements for the job. (Armstrong, 1988).

#### **2.2.4.1. 3.2 Theoretical review of screening**

According to Huang and Cappeli (2006), arguably the fundamental problem faced by employers is how to elicit effort from employees. Most models suggest that employers meet this challenge by monitoring employees carefully to prevent shirking. But there is another option that relies on heterogeneity across employees, and that is to screen job candidates to find workers with a stronger work ethic who require less monitoring.

It is found out that employers screen applicants more intensively for work ethic where they make greater use of systems such as teamwork where monitoring is more difficult. This screening is also associated with higher productivity and higher wages and benefits, as predicted by the theory: The synergies between reduced monitoring costs and high performance work systems enable the firm to pay higher wages to attract and retain such workers. Screening for

other attributes, such as cognitive ability, does not produce these results. (Huang and Cappeli, 2006).

#### **2.2.4.1. 3.3 Empirical review of screening**

One of the techniques of developing the view of performance increment through screening, as studied and suggested by (Bratton and Gold, 1999), is realistic job previews or RJPs that may take the form of case studies of employees and their overall work and experiences, the opportunity to "cover" someone at work, job samples and videos. Bratton and Gold made studies on various companies across Europe as the benefit of RJPs to allow for the expectations of job seekers to become more realistic and practical. Accordingly, their findings showed that RJPs as screening technique tend to lower initial expectations regarding work and a company, thereby causing some applications to select themselves; however RJPs also increased the degree of organization commitment, job satisfaction, employee performance, appraisal and job survival among promotion seekers who can continue into employment.

Finally on the basis of what has been discussed about both theoretically and empirically and on the basis of the tenets of empirical theories of research and conjecture for the following hypothesis.

*H1. Screening applicants is positively and significantly related to Job satisfaction.*

#### **2.2.4.1.4 Selecting**

As per Mondy (2010), refers to selection as ,the process of choosing from a group of applicants those individuals best suited for a particular position in an organization.“ Whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions.

#### **2.2.4.1. 4.1 Importance of Selecting**

Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma and Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer

decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

#### **2.2.4.1. 4.2 Process of Selecting**

The process is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling are commences after the recruitment process has been completed. (Robbins, 2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner. This means that selection panels, in their quest to select applicants with potential. Perhaps the most basic question in this area is why employers engage in selection efforts at all.

Selection test is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations a battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest pitfall to avoid is adding extra tests just for the sake of it, without ensuring that they make a proper contribution to the success of the predictions for which the battery is being used (Philipo, 2008).

#### **2.2.4.1. 4.3 Theoretical Review on Selecting**

The innovative strategy uses all types of channels such as newspapers, PR programs on campus, 'head hunters' or employment agencies, and social networks, and search for different categories of workers or "innovators" from a heterogeneous pool of applicants in their recruitment process. They are very careful in their recruitment, which aims to find the best and most innovative candidates. This ideal type is based on the assumption that the internal potential for innovation is insufficient to be in consonance with the firm's ability to change its technology, product as well as customers. In which case, the firm attempts to buy innovative human capital. Some firms introduce specific requirements at an earlier stage when advertising the vacancy. This is done in order to restrict the number of potential applicants; otherwise the costs of selection would greatly increase. (For instance, the result could be that only university graduates are eligible to apply), (Windolf, 1986).

If the organization has planned well and done a good job of developing its sources and search methods, activation soon results in a flood of applications and/or resumes. This way if the applications received are screened fairly and timely and those who pass are contacted and invited for interview. Successful applicant will be motivated for better performance that satisfies. Unsuccessful applicants must also be sent letters of regret (Heneman, 1986).

#### **2.2.4.1. 4.4 Empirical Review on Selecting**

Most of the organizations try to follow the policy of filling the job vacancies above the entry-level positions through promotions and transfers. (Shah, 2007) found out making his study on airline aviation in India that by filling vacancies in this way, an organization can capitalize on the investment it has made in recruiting, selecting, training and developing its current employees, who might be dissatisfied and look for jobs elsewhere if they lack promotion opportunities. Following that a study made on the Commercial Airlines regarding the recruitment and retention of commercial pilots in Indian Aviation Industry Companies showed that companies more likely to promote from within than they have been in the past since employees are motivated and perform better boosting their own job satisfaction. Internal sources include present employees, employee referrals, former employees, and former applicants (Messmer, 2004).

Finally on the basis of what has been discussed about both theoretically and empirically and on the basis of the tenets of empirical theories of research and conjecture for the following hypothesis

*H1. Selecting applicants is positively and significantly related to Job satisfaction.*

#### **2.2.4.2 Lateral Transfers**

Lateral transfers are a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased. If the work load reduces, employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. Transfer is a lateral shift causing movement of individuals from one position to another. As per Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer

from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Keshav, 2013).

#### **2.2.4.2.1. Importance of Lateral Transfer**

A lateral move gives the employee a chance to expand his skills and network with a new circle of employees and customers. A lateral move is an opportunity for an employee to expand his or her career path opportunities (Langseth, 1995) later Transfer is a good source of generating qualified employees from over-staffed departments. The author further stated the advantage of lateral transfer provides advantages for an employee. In a lateral move, the employee gains new knowledge and skills by performing a different job that requires new skills and provides different responsibilities. Overcomes boredom and dissatisfaction by having a new and different job with changed responsibilities, tasks, and coworkers, and possibly new customers and clients. It gives chance for the employee to expand his or her accomplishments, reach, impact, and potentially, influence different aspects of the work. In due course, employees learn about different facets of the organization and how work is accomplished in different departments or job functions. It prepares the employee for a promotional opportunity by receiving the chance to expand his or her skill set and responsibilities, and gain broader knowledge about the organization. An employee transferred could also be a good employee brings potential opportunities (Keshav, 2013).

#### **2.2.4.2.2. Process of lateral Transfer**

As per Dessler (2000) lateral transfer involves the following processes: the first step is development of a policy on internal recruitment that encompasses lateral transfer and the systems that give life to the policy. Secondly, needs assessment to determine the current and future human resource requirements of the organization. If the activity is to be effective, the human resource requirements for each job category and functional division/unit of the organization must be assessed and a priority assigned. Thirdly, identification, within the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within different departments. Fourthly, job rotation plan effectiveness plan will be prepared. Fifthly, assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience of each

personnel to be transferred. Sixthly, determination of the organization's ability to reshuffle the human resources of the organization. Lastly, identification and documentation of the actual process of lateral transfer to ensure equity and adherence to equal opportunity and other laws.

#### **2.2.4.2.3. Theoretical Review on Lateral Transfer**

Surprisingly little is known about job matching and worker reallocation within a firm. There are two underlying reasons for this. First of all, transfers of this type may not be important in certain types of firms. If a firm relies primarily upon external recruitment to fill job vacancies, lateral transfers are rarely observed. By the same token, it is hardly surprising that a relatively large amount of empirical work is found in Japan, where lateral transfers are a very popular means to reallocate workers internally.

The more fundamental reason, however, is that none of the important theoretical approaches to internal labor markets is well suited to analyze the phenomenon. Above all, horizontal transfers make little sense unless we explicitly incorporate horizontal job heterogeneity within a firm. Most theoretical models incorporating heterogeneous jobs are concerned with vertical transfers, or promotions to fill vacancies in upper ranks. In this context, Demougin and Siow (1994) analyze the choice between internal training and external hiring to fill managerial positions. In their model, they show that either fast track or the up-or-out rule emerges as the optimal policy of a firm, depending upon, among other things, firm size. In their model, lateral transfers arise as a means to retain non-promotable employees within a firm by transferring them away from trainee positions. In essence, their model predicts lateral transfers as the result of failures of trainees to obtain skills needed for upper-level positions. This is because the only difference among unskilled positions is whether or not a position can be used for training for an upper-level position.

A diagonally different view is advanced by Koike and others in industrial relations (Koike, 1988), focusing on skill formation within a firm. Lateral transfers and vertical promotions are combined to form a career ladder by which each employee acquires different but related skills. Job rotation within a shop floor among blue-collar workers is a common practice among large Japanese manufacturing firms. Employees within a section rotate their job responsibilities so that those within a rotation cycle are capable of performing multiple tasks.

Most large Japanese firms routinely transfer employees to different sections/departments. Our sample firm is no exception and employees typically experience transfers within a two to three year period. The upshot of the argument is simple i.e. lateral transfers are necessary ingredients for this type of skill formation and hence viewed as positive signals about the productivity of individual employees. Complications arise, however, because Koike and others simultaneously find that not all lateral transfers are considered to be positive signals of the learning capacity of each employee. In particular, transfers to jobs which differ greatly in skill requirements can be detrimental to career progression.

Those types of transfers, especially when they occur at a higher age, are often regarded as strong negative signals about future trainability, and hence also for employees' promotion prospects.

#### **2.2.4.2.4. Empirical review Lateral Transfer**

Cavins and Pinto (2005) stated that effective human capital management practices were positively related to employee motivation. A study by Adomi (2006) and Robbin (1996) reveals that job rotation reduces boredom and increases motivation through the divergence of employee's activities and boosts employee satisfaction on job. Besides, it also enhances the life of the organizations as the employees' were equipped with broad range of skills and has flexibility in management of work. In addition, (Foss,2009) in their study found out that reassignment of job where there is a movement of employee from one department to another will helps the current department with the previous skills and knowledge the employees possess in their previous department. As a result, their level of motivation will boost up and that will in turn have an effect on their job satisfaction on their current job and on the organization at large (Foss, 2009). This is supported by the study conducted by Griffin (1991) which reveals that job design intervention will directly affect employees perceive meaningful changes and their overall satisfaction.

Finally on the basis of what has been discussed about both theoretically and empirically and on the basis of the tenets of empirical theories of research and conjecture for the following hypothesis

*H1. Lateral transfer of applicants is positively related to Job satisfaction.*

## **2.3 Recruitment and Selection and Employees' Job Satisfaction**

HR practices of recruitment and selection and job satisfaction are studied widely in different parts of the world. It is assumed that recruitment and selection practices HR practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners believe that sound recruitment and selection practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum and Corbridge, 2000). As per Steijn (2004) found that recruitment and selection practices had positive effect on job satisfaction of the employees.

The Recruitment and Selection process determines the decisions as to which candidates will get promotion letter. Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez, 1992). As per Hunter and Schmidt (1982) employment stability could be achieved through a selection procedure based on ability. According to Katou and Budhwar (2007) in a study on the Greek manufacturing firms Recruitment and Selection was positively related to Job satisfaction and on all organizational performance variables such as effectiveness, efficiency, innovation, and quality.

## **2.4 The practice of Internal Recruitment and Selection in Commercial Bank of Ethiopia**

According to the procedure manual of Commercial Bank of Ethiopia (2010), HR teams shall exhaustively use internal sources to fill vacant posts before looking for external options. This shows that almost all managerial level posts are recruited through internal recruiting and these posts are totally closed for external applicants. Detail of the internal recruitment practice of the bank is stated as below.

### **2.4.1 Internal Vacancy Announcement**

Corporate Human Resource officer /District Human Resources identify vacant posts based on the annual human resource plan which includes the business expansion and new openings, appointment follow-up (in replacement of appointed staff), monthly turn over report and openings resulting from various administrative decisions.

#### **2.4.2 Components of Vacancy Announcement**

According to the procedure of human resource of the Bank, the vacancy to be announced should compose of details of the required qualification of the vacant job, place of the job, time range of application, etc. In this respect, CBE's vacant announcement, composed of position title, major duties and responsibilities, qualifications and experiences required, duty station, information related to remuneration, application procedure, closing date of application, information about examination and/or interview, (if any); and other relevant information.

The procedure of the Bank puts that applications for a vacancy shall be received for a minimum of 10 working days after the first date of announcement. The time frame will, however, increase depending on the availability of applicants' pool.

#### **2.4.3 Selection Process of CBE**

The selection process of the Bank comprises of a number of steps. The steps of selection is analyzed and put in the following manner. The steps that are used for internal candidates for promotion are firstly, the collected vacancy is rated based on criteria (performance, education and work experience: general and specific), secondly, the rated result is submitted to the appropriate selection committee. Thirdly, considering the rating result the selection committee decides either for exam or interview or both. Fourthly, Test or exam or both will be made depending up on the decision of the committee. Fifthly, the result of the interview, or exam or both will be compiled. Sixthly, the compiled result is submitted for the committee for decision and lastly the committee decides (selects).

CBE employs examination and interview to screen applicants, depending on their applicability, validity and reliability to identify appropriate personnel. If the applicants are less than ten, the procedure of the bank can use interview to screen applicants, considering the cost-benefit of providing exam.

Examination can be handled in-house or outsourced. The types of examination vary as per the type of posts assumed. For professional posts, written examinations on the required field of study are given. For technical posts, both written and practical examinations on the required technical skill are delivered. For semi-professional/clerical posts, written examinations that focus

on aptitudes and the required field of study are given. In addition, practical computer applications testing may be given.

Once the committee decides which candidates best qualify for the position and select them, the candidates will be notified. The notification is made through letter, notice board and calling to each and every applicant.

#### **2.4.4 Participants for Selection**

As per the procedure of the Bank, based on the responsibilities entrusted on the Corporate as well as the District HR teams, the interview panels is formed. For non-managerial roles, the panel consists of user Organ Director/Manager, Legal, Director-HRM, Labor Union Representative, with no voting power as a member and HR Experts/Officers represented as Secretary. On the other hand, interview panel for managerial roles consists of Director HRM, User Organ Director/VP and Chairperson- Commercial Credit participated.

#### **2.5 Theories of Recruitment and Selection**

In this section of the chapter various theories related to theories on recruitment and selection are presented. These include the equity theory, value congruence model and the human capital theory.

##### **2.5.1 The Equity Theory**

The equity theory argues that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, and effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress, and that this leads to efforts to restore equity within the organization. Failing to find any, Messmer (2000) argues that they may behave in ways that harm the organization such as quitting the organization or if they stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment.

##### **2.5.2 Value Congruence Model**

Value congruence model measures the "fit" between the personal values of employee's and those of coworkers and the company itself. Value congruence can be broken into three main subcategories: person environment ("P-E"), person-person ("P-P"), and perceptual fit ("PF").

Person-environment congruence refers to a harmony between the personal values of the employee and corporate culture of the company in which he or she works. Someone with a high P-E congruence feels personally in tune with his company's stated policies and goals. Conversely, someone with a low P-E congruence feels a sense of disharmony between his own values and the stated policies and goals of his company. A high P-P congruence indicates a sense of solidarity with one's coworkers in terms of shared values and goals. A low P-P congruence indicates a sense of isolation from coworkers brought about by an absence of shared values. Finally, strong PF suggests a strong correspondence between the values that an employee perceives his company to have (whether or not the company actually does) and the values that his co-workers perceive the company to have (again, whether or not it actually does). A weak PF implies that an employee's perception of his company's values differs significantly from that of his coworkers. Research has shown that P-E and PF congruence are important measures of employee satisfaction, commitment, and likelihood of turnover, although P-P congruence has little bearing on these parameters. Moreover, PF is especially important in establishing harmonious relations between workers and managers. These measures give corporations a robust paradigm on the basis of which to create long-term personnel plans and productivity growth targets: in particular, P-E and PF congruence allow companies to discover dysfunctional work relationships and clarify misperceived company policies and goals. With these tools in hand, companies can look forward to increased employee retention and, ultimately, improved company performance (Davenport, 1999).

### **2.5.3 The Human Capital Theory**

*“People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage”.* (Armstrong and Baron, 2002)

This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Davenport, 1999). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and

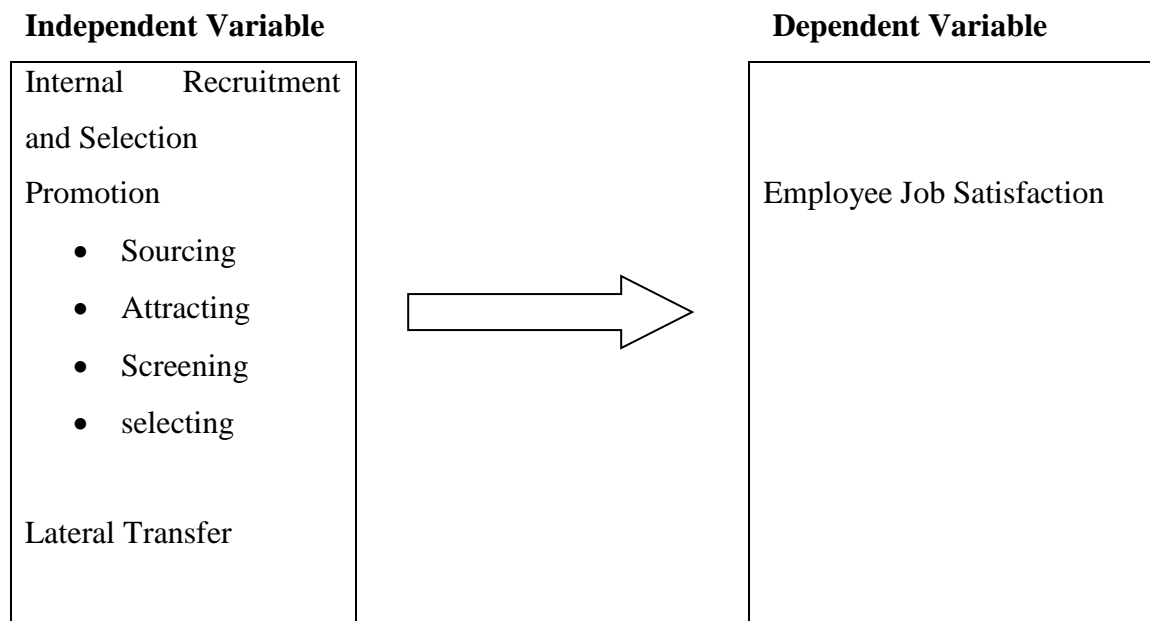
developing the human capital. Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). As per Davenport (1999) comments that: People possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent, (Armstrong, 2009).

## **2.6 Challenges of Recruitment and Selection**

According to Cooper and Brown (2003) recruitment and selection of employees are the most important jobs in Human Resource management. CIPD (2009), suggest that effective recruitment is central and crucial to the success of day-to-day functioning of any organization. The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009).

Briggs (2007) identified some of the problem affecting recruitment and selection. Included are the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted inadequate use of job description and standard employee requirement in the process of recruitment. On the other hand, Kaplan and Norton (2004) indicated that a common problem in recruitment and selection is poor human resource planning.

## 2.7 Conceptual Frame work on Internal Recruitment and Selection and Job Satisfaction



**Source: self developed (2017)**

As it can be seen from the above figure there are two independent variables under recruitment and selection which affects the employees' job satisfaction which is the dependent variable. Hence, the study tries to relate the degree of relationship between the internal recruitment and selection (promotion and lateral transfer) and employees' job satisfaction in light of sourcing, attracting, screening and selecting. The conceptual framework is, therefore, based on the process of internal recruitment and selection practice of CBE.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The general objective of this study is to examine the effects of internal recruitment and selection practices on employee's job satisfaction in Commercial Bank of Ethiopia. These parts of the research, therefore, charts out the methodology applied to achieve the objective just stated in general terms. Accordingly, the chapter covers issues pertinent to description of the study area, the research approach and design, the sampling techniques applied, the sample frame (population) and sample Size Determination, data types and sources, data collection procedures, ethical consideration and data analysis.

#### **3.1 Description of the Study Area**

As stated in the scope of the study, though Commercial Bank of Ethiopia has outreached its services throughout Ethiopia, the study area covers only the four districts of together with the three organs within the Head Office. The three organs of the head office include the Credit Services, the Customer Accounts and Transaction Services (CATS) and the Trade Services sections that are recognized as the core banking processes of the bank.

The four districts are generally organized geographically covering the north, south, east and west part of the city and their respective vicinities outside Addis. The details about these districts are provided as follows.

North district is found at Arat Kilo in which there are various branches that start from arat kilo, shiro meda, piassa in the direction of Gojjam up to the boundary of Amhara region and up to Ambo in the direction to Wellega.

The south district found at Lideta which run from Lideta including Legehar area up to Bishoftu. West district is found at Teklehaymanot that goes from Merkato, Ayertena to Welkite to the south west. The east districts avail at Haya hulet that include Megenagna, Gerji, Meri, Tafo up to Debre Birhan.

The Head Office is found around Legehar in front of Ras Shell.

### **3.2 Research Approach and Design**

The study employs both quantitative and qualitative research methods (mixed research methods). Much of the quantitative analyses have been done on the data obtained from respondents using a Likert type scale. Generally such data were about the perception of the respondents on the internal recruitment and selection practices of CBE and their attitude toward their job proxying their level of satisfaction at work. It might be worth mentioning at this juncture that job satisfaction has not been approached in terms of its dimensions (that are already established) of reward, supervisory support, team work and job design as the research is meant to identify the determinants of job satisfaction. Rather, this study is based on the hypothesis (proposition) that internal recruitment and selection practices have effects on the satisfaction of employees about their job. Therefore, the question items developed to measure job satisfaction were rather generic.

On the other hand, the qualitative analyses have been applied by way of triangulating the quantitative data obtained using the Likert type questionnaire with the data generated from interview. Also the various theories and concepts in human resource management were applied in order to interpret the numbers with context. In addition, the document analysis part is generally qualitative in form.

In terms of design, this study uses both descriptive and explanatory design where the perception of employees on the internal recruitment and selection practice of the Bank as well as their attitude toward their job has been described separately while, on the other hand, their level of satisfaction is examined as to whether it is impacted by their perception on the internal recruitment and selection practice of the Bank.

### **3.3 Study Population (Sample Frame)**

Commercial Bank of Ethiopia has a total work force of **28,545**. However, according to unpublished surveys conducted in 2010 through 2015 promotion and lateral transfers are easily handled in the outline districts while at the same time the work load in such districts is relatively lower. Mainly due to this fact, the sample frame for this study particularly focuses on the Head Office in Addis Ababa and the districts within the same.

In this target population (sample frame), there are four districts and six Head Office organs of the CBE. Out of the four districts, two of them were randomly selected while three head office organs were selected again randomly out of the six head office organs. This random approach has been applied based on the idea that the transactions involved, the HR practices thereof and the profile of employees etc. are arguably homogeneous.

### 3.4 Sampling Technique and Sample Size Determination

Once the districts and the head office organs to be included in this study were identified based on what has been mentioned in section 3.3 above stratified random sampling has been applied to contact the actual respondents. The two strata that were considered for this study are Grade 3 branches and Grade 4 branches. One more point in the sampling technique to be mentioned here is the fact that Grade 1 and Grade 2 branches in the study area were purposely excluded from the sample. The reason for such exclusion is that Grade 1 and Grade 2 branches are relatively of lighter transactions and, as such, transfer and promotion issues in such categories are relatively taken lightly as compared to the case in Grade 3 and Grade 4 branches.

Purposive approach is again applied when interview respondents identified based on their particular position to reflect on the policies, practices and procedures of internal recruitment and selection as formulated and practiced by the Bank. The sample members selected in this form include the Human Resource Management Team members, the Human Resource Management Representatives at the three head office organs mentioned previously.

Regarding the respondents actual respondents for questionnaires, the following scientific method has been applied and the final number is apportioned first to districts and the branches proportionately. A confidence interval of 95% (5% margin of error) has been applied to apply the formula as represented in Kothari (2004), where the following results were generated

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

**Where:**

$p$  = probability of response distribution,

$q = 1 - p$

$Z$  = the value of standard variant at a given confidence level and to be read from a

table showing area under normal curve

$e$ = margin of error

$N$ = size of target population

$n$ = sample size

**Given:** At 95% confidence the value of  $Z= 1.96$ ,  $p = 0.5$ ,  $q=0.5$ ,  $e= 0.05$ ,  $N=2263$

$$n = \frac{1.96^2 \cdot (0.5) \cdot (0.5) \cdot 2,263}{(0.05)^2(2263-1) + (1.96)^2 \cdot (0.5) \cdot (0.5)} = 328.53 \approx 329$$

Location	Clerical Employees	Non-clerical employees	Total No. of target Population	Number of Sample size (14.51%)	
				Clerical	Non clerical
Head Office Organs	1045	72	1,117	151.63	10.45
East Addis Ababa District	379	32	411	54.99	4.64
North Addis Ababa District	655	80	735	95.04	11.6
<b>Total</b>	<b>2079</b>	<b>184</b>	<b>2,263</b>	<b>301.66</b>	<b>26.69</b>

**Table 3.1. Total number of target population (Clerical and non clerical Employees of CBE working in Addis Ababa area)**

*Source: Commercial Bank of Ethiopia Human Resource Transaction Management, 2017*

As shown in table 1 above, the sample size represents 14.51% of the total target population having the sample size of 329.

### **3.5 Data Types and Sources**

As pointed out earlier in section 3.2 this study deployed both quantitative and qualitative data where the quantitative part is largely an interval type captured using a Likert type instrument while the qualitative ones relate of data extracted from various documents and interviews with higher HR Managers of the bank. Regarding source of data, the research has applied both primary and secondary sources. As such, the primary sources of data include permanent employees of the bank and human resource managers while the secondary sources

include various surveys, compliant reports, and other documents related to internal recruitment and selection. The human resource management policies and procedures of the Bank are examples of such secondary sources of data.

### **3.6 Measurement Instruments**

#### **3.6.1 Questionnaire**

The questionnaire that has been applied to capture data on employee's perception and attitude of the internal recruitment and selection practice of the Bank and their job respectively were developed based on the conceptual frame work that has been generated after the pertinent literature had been assessed and synthesized. The question items included under each dimension represented in the conceptual frame work were carefully phrased and edited with the research questions mind. Also the reliability of the questionnaire in its entirety as well as by dimension has been tested as elaborated latter in this section. In terms of content the questionnaire has the first part meant for capturing data on respondent demographic and educational profile. The second part and the third part constitute their attitude toward their job and perception on the internal recruitment and selection practice of the Bank respectively. When it comes to form the questionnaire is designed with a five point Likert type question items where "1" represents a response of "strongly Disagree and "5", "strongly agree."

Before this questionnaire was dispatched to capture the final data pilot testing was undertaken based on which a handful of improvements on content were made while reliability testing is conducted thereafter. The commonly applied reliability coefficient, Cronbach's  $\alpha$  (alpha), has been generated with a coefficient of 0.86. The detail of the testing is presented as follows.

#### **3.6.2. Interview**

Again the research questions and the conceptual framework developed in a bid to answer the same have been central in developing a semi structured interview guide to capture data from the human resource management managers. This interview guide as an instrument has gone through thorough critique by my advisor and various subject matter experts in CBE and elsewhere before it was utilized to obtain the data.

### **3.6.3 Document Analysis**

As per the type of data needed, the HR policies and procedures of the bank, promotion and lateral transfer selection reports of the bank were used as secondary types of data. Besides, reports on employee comment regarding internal recruitment and selection of the bank have been used supplemental data to clearly getting the real feeling of employees toward the employee selection practice.

### **3.7 Data Collection Procedures**

In the effort to collect the required data, the researcher firstly get letter of cooperation from Addis Ababa School of Commerce. Then the researcher communicated the letter to the CBE for permission. Once the letter is accepted the researcher discussed with the Human Resources division of CBE on the options of distributing the questionnaire and conducting interview. Then the researcher prepare data collection time plan. Accordingly, interview was conducted with the manager. Eventually, the questionnaire has been distributed to the selected employees. Finally, interviews with the managers that were purposely selected were carried out. Such activity of gathering data from primary sources has taken duration of one week.

Once the primary data were collected as represented above another two weeks were deployed to collect data from secondary sources.

### **3.8 Ethical consideration**

As formal research that conducted following scientific research methodologies, the studies, data gathering techniques, analysis, interpretation and any conclusions made accordingly are based up on the real findings of the study using appropriate methodology. Except logical drawings no single sentence stated in the study out of the real findings made in the study including personal opinion and any feeling of the student researcher even though the student researcher is employee of the bank working specifically in the internal recruitment and selection section of the bank. The voluntary participation of the respondents communicated kindly and that secrecy and unanimity of the responses maintained for this assurance given for the respondents.

In addition no description as part of the research made without honesty and transparency and any works of other authors made with full acknowledgement.

### **3.9 Data Analysis**

The data gathered using the instruments described in section 3.5 was edited carefully. Both descriptive and inferential analyses were deployed to addressing each of the research questions. More specifically, tabular analysis, graphs, percentages as well as correlation were used together with appropriate commentaries based on the pertinent literature in the descriptive part. The inferential ones applied linear regression to determine the effect of internal recruitment and selection on job satisfaction.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

The objective of the study is to assess the effect of Internal Recruitment and Selection on job satisfaction. A total of 326 questionnaires were distributed to sample respondents of the study, out of which 300 (92%) were properly filled and returned. This level of rate of response is more than adequate at any rate.

This chapter presents the results of the data analysis according to the research methodology discussed in chapter three. In this chapter, the collected data from the employees of the Commercial Bank of Ethiopia are analyzed to meet the objectives of this study. Accordingly, descriptive analysis of respondents' profile has been made to demonstrate that the respondents are reasonably representative of the sample frame (study population.) Again descriptive analyses have been undertaken to determine the practice of internal recruitment and selection based on the dimensions stipulated in the conceptual framework. In addition to this, another descriptive analysis has been carried out to determine the level of job satisfaction in CBE in generic terms (not based on the dimensions generally established to measure job satisfaction for the reason which has been elaborated in the methodology part).

Correlation, the other descriptive analysis, then, has been deployed to see the existence (and measure the strength) of relationship between each of the dimensions of Internal Recruitment and Selection and Job satisfaction. Finally, whether Job satisfaction is affected by Internal Recruitment and Selection practice in general and each of the dimensions of internal recruitment and selection in particular has been examined by deploying linear regression as a tool for explanatory analysis.

#### **4.1 Profile of respondents**

This section is meant to demonstrate how representative the participants were. The larger population of CBE as well as how appropriate they were for studying the issues pointed out in the research objective part. The issues addressed in this part are generally related to the biographic profiles of the respondents.

**Table 4.1 Respondents' Profile**

<b>Respondents Background</b>		<b>No.</b>	<b>%age</b>
<b>Gender</b>	Female	116	38.7
	Male	184	61.3
	Total	300	100%
<b>Age</b>	25 And Below	72	24.0
	26 Upto 35	176	58.7
	36 Upto 45	40	13.3
	46 And Above	12	4.0
	Total	300	100%
<b>Education</b>	High School Certificate	14	4.7
	Diploma	15	5.0
	BA/BSC DEGREE	211	70.3
	MA/MSC	60	20.0
	Total	300	100%
<b>Service Year</b>	Less Than 5 Years	135	45.0
	5 To 10 Years	95	31.7
	10 To 20 Years	53	17.7
	Above 20 Years	17	5.7
	Total	300	100%
<b>Job Title</b>	Clerical	276	92.0
	Non Clerical	24	8.0
<b>Place of Assignment</b>	Head Office	137	45.7
	District	163	54.3
	Total	300	100%

**Source:** *Survey Result (2017)*

Table 4.1 exhibits the gender composition of respondents where little more than 60% constituted male respondents. This is consistent to the facts in CBE where the majority of the employees account for men. In the same table, we can see that nearly 80% of the respondents are

35 years old or less again consistent to the population proportion of CBE with regard to age. It may be worth reminding the reader here that CBE has been through an aggressive expansion scheme that resulted in the recruitment and placement of thousands of young employees contributing for its workforce disproportionately dominated by the young and the early adult. While a small minority section of the respondents (14%) have diploma certificates, the rest of the sample members have either a bachelor degree or MA demonstrating the expansion of access to tertiary level education in the past decade.

In terms of service years we have the majority of the respondents with five years experience or more providing us with a respondent pool that has gone through a handful of Internal Recruitment and Selection scrutiny personally (see table 4.1 again). The head office and the districts have also enjoyed a balanced representation as the sample members were proportionally distributed after the sample size has been scientifically determined.

**4.2 Job Satisfaction at CBE**

**Table 4.2 Employee Job Satisfaction Level**

One-Sample Statistics				Test Value = 3					
				t-value	df	p-value	Mean Difference	95% Confidence Interval of the Difference	
N	Mean	Std. Deviation	Lower					Upper	
JOBSATISFACTION									
I am Satisfied working in Commercial Bank of Ethiopia.	300	3.45	1.10	7.13	299	.000	.45	.33	.58
I feel happy working at CBE	300	3.43	1.09	6.80	299	.000	.43	.30	.55
I am proud to tell others that I work for the CBE	300	3.50	1.10	7.91	299	.000	.50	.38	.63
I enjoy working at CBE	300	3.34	1.10	5.39	299	.000	.34	.22	.47
Rate your overall Satisfaction with your Job?	300	3.34	1.12	5.24	299	.000	.34	.21	.47
Job Satisfaction	300	3.41	1.00	7.17	299	.000	.41	.30	.53

Table 4.2 presents a summarized version of the level of job satisfaction in CBE. In the table we can see that the grand mean satisfaction score is about 3.4 which is only an insignificant degree of deviation above the midpoint of the measure. CBE in the past decade has been through a fast

paced level of growth with scores of milestones registered in its journey to become a world class bank. Also the level of profit growth, expansion of branches, and diversification of services as well as improvements in technology are but unprecedented. In addition to this, the Bank is privileged to get managerial assistance from consultants that are internationally reputable. Given these appearances of the bank, arguably one can expect that the people working for CBE are reasonably happy as the achievements of the Bank naturally trickle down to the employees. Therefore, it may be reasonable to say that the level of satisfaction of the employees of CBE is not adequate given the profile and accomplishments of the Bank.

### 4.3 Internal Recruitment and selection process at CBE

The perception of employees on the question items directed toward measuring each dimension of Internal Recruitment and Selection at CBE has been used to assess the practice of the same in the Bank. The scale of measurement ranges from ‘1’ (strongly disagree) to ‘5’ (strongly agree) where the midpoint is ‘3’ (an indifferent position). Four of the dimensions (sourcing, attracting, screening and selecting) are related to promotion as an Internal Recruitment and Selection practice while the fifth dimension is related to lateral transfer.

These four processes and lateral transfer are evaluated by aggregating the responses to different questions/statements.

#### 4.3.1 Sourcing

The sourcing process is assessed with 14 statements, as in the table below.

**Table 4.3 Sourcing**

One-Sample Statistics				Test Value = 3					
				t-value	df	p-value	Mean Difference	95% Confidence Interval of the Difference	
N	Mean	Std. Deviation	Lower					Upper	
The bank considers all concerned employees for promotion	300	3.18	1.11	2.80	299	.005	.18	.05	.31
The bank assesses existing employees skills and ability	300	3.18	1.10	2.89	299	.004	.18	.06	.31
The bank considers previous applications	300	2.91	1.03	-1.57	299	.117	-.09	-.21	.02

of the applicants									
The bank uses the required technology for identifying of pool of applicants	300	3.05	1.06	0.81	299	.416	.05	-.07	.17
You are aware of the formal policies and procedures of sourcing of the bank	299	3.40	1.02	6.83	298	.000	.40	.29	.52
The sourcing policies and procedures are easy to interpret and they are revised periodically	299	3.34	0.96	6.12	298	.000	.34	.23	.45
The Bank has clear and rigorous internal policies on sourcing	300	3.30	0.94	5.58	299	.000	.30	.20	.41
The bank's policies and procedures on sourcing gives equal opportunity for all applicants without any discrimination based on sex, color, etc	300	3.24	1.20	3.50	299	.001	.24	.11	.38
The bank's procedure on sourcing is transparent	300	3.27	1.03	4.49	299	.000	.27	.15	.38
The bank gives training on sourcing	298	3.18	1.05	3.03	297	.003	.18	.06	.30
The HR staff has the required competency and expertise on sourcing	300	3.07	0.99	1.17	299	.244	.07	-.05	.18
HR maintains an adequate pool of quality of candidates	300	3.13	1.08	2.14	299	.033	.13	.01	.26
Human Resource Department puts recruitment policies and procedures of sourcing into effect	300	3.13	1.01	2.18	299	.030	.13	.01	.24
The overall sourcing practice of the bank is satisfactory	300	3.09	1.03	1.51	299	.131	.09	-.03	.21
Sourcing	300	3.18	0.73	4.20	299	.000	.18	.09	.26

Fourteen question items have been constituted to assess the quality of the internal recruitment sourcing practice of CBE. The questions range from the support the recruiters receive to the procedures they follow. A rather low level (3.18) of rating has been generated as a mean score (refer to table 4.2 above). It has been found out that CBE uses a wide range of first rate experts ranging from a highly educated and experienced in house human resource management staff through the technical support of the professionals in Addis Ababa University School of Commerce to internationally reputed consultants based in USA and Europe. Despite all these resourcefulness, CBE is not faring well in terms of employee ratings on the appropriateness of its internal recruitment sourcing endeavor. Internal recruitment in any form is

a very delicate issue hugely impacting the attitude of incumbents toward their organization and work environment. This is mainly because Internal Recruitment and Selection is about one of the very few most important (may be, the single most important) issues in life - job. Inadequate rating about it Internal Recruitment and Selection in general and sourcing in particular may have far reaching implication on organizationally relevant attitudes and behaviors. Among others, people who have complaint on the Internal Recruitment sourcing practice of the Bank may exhibit lower level of productivity, commitment and citizenship as they think they are somehow discriminated against wittingly or not.

### 4.3.2 Attracting

**Table 4.3 Attracting**

One-Sample Statistics				Test Value = 3					
				t-value	df	p-val.	Mean Diff.	95% Conf. Int.l	
	N	Mean	Std. Dev.					L	Up
The application time given on vacancy is reasonable	300	3.47	1.09	7.51	299	.000	.47	.35	.60
The duties and responsibilities of positions are clearly stated	300	3.58	1.08	9.33	299	.000	.58	.46	.71
The duties and responsibilities of the position matches with the job grade	300	3.33	1.15	5.04	299	.000	.33	.20	.46
There is proper filing and recording of employees application document	299	3.43	1.06	7.11	298	.000	.43	.31	.56
The benefits and other career advancement opportunities of the position applied are clearly stated in the vacancy of the bank	300	3.37	1.14	5.66	299	.000	.37	.24	.50
Method of vacancy announcement makes all vacancies reachable to you	300	3.53	1.07	8.63	299	.000	.53	.41	.65
The mode of application stated in the vacancy is practicable to applicant	299	3.63	0.94	11.53	298	.000	.63	.52	.73
Different methods of application are provided in application	299	3.44	1.05	7.25	298	.000	.44	.32	.56
Number of required employee for a post is stated in the vacancy	299	2.98	1.29	-0.27	298	.789	-.02	-	.13
Applying more vacancy at a time is possible in a bank	300	3.61	1.04	10.25	299	.000	.61	.50	.73
There is decentralization of vacancy announcement in the bank	300	3.49	1.06	8.04	299	.000	.49	.37	.61
You are aware of the formal policies and procedures of attracting.	300	3.40	1.01	6.95	299	.000	.40	.29	.52
The attracting policies and procedures are easy to interpret and they are revised periodically	300	3.36	0.98	6.36	299	.000	.36	.25	.47
The Bank has clear and rigorous internal policies on attracting	300	3.45	0.97	8.08	299	.000	.45	.34	.56

The bank's policies and procedures on attracting gives equal opportunity for all applicants without any discrimination based on sex, color, etc	300	3.40	1.17	5.93	299	.000	.40	.27	.53
The bank's procedure on attracting is transparent	300	3.33	1.07	5.38	299	.000	.33	.21	.46
The bank gives training on attracting	300	3.09	1.14	1.37	299	.173	.09	-	.22
								.04	
The HR staff has the required competency and expertise on attracting	300	3.20	1.05	3.34	299	.001	.20	.08	.32
HR staff is accessible for support and assistance in attracting	300	3.15	1.09	2.32	299	.021	.15	.02	.27
Department's performance in attracting is adequate	300	3.11	1.04	1.84	299	.067	.11	-	.23
								.01	
The HR staff has customer service attitude during attracting	300	3.14	1.05	2.36	299	.019	.14	.02	.26
HR maintains an adequate pool of quality in attracting applicants	300	3.20	1.01	3.36	299	.001	.20	.08	.31
Human Resource Department adheres to internal recruitment policies and procedures in attracting	299	3.30	1.02	5.06	298	.000	.30	.18	.41
The overall attracting candidates practice of the bank is satisfactory	299	3.19	1.09	2.98	298	.003	.19	.06	.31
Attracting	300	3.34	0.72	8.28	299	.000	.34	.26	.42

Table 4.3 above represents the ratings of the employees of CBE on the recruit attracting practice of the same. Even though one can see that the ratings (both in aggregate and element) are all above the midpoint, it is also possible to dispute it as inadequate due to the justifications applied for section 4.3.1 and section 4.3.2. Business both at global and local level has become competitive more than ever asking it difficult for those that fare to the average sustain a lasting competitiveness. This implies organizations (CBE not an exception) must be vigilant on issues of importance on which they are rated to the average. Case in point here is the recruit attracting practice of CBE that is rated to the average which is in no way satisfactory for such a local giant as CBE. True to the construct validity of the instrument most every statement in this dimension of *attracting* are rated very much close to the aggregate mean calling for no particular attention for the elements.

### 4.3.3 Screening

**Table 4.5 Screening**

One-Sample Statistics				Test Value = 3					
				t-value	df	p-val	Mean Dif.	95% Con. Int.	
	N	Mean	Std. Dev.					L	U
The interview questions for screening sufficiently assess KSAs	300	3.18	1.15	2.76	299	.006	.18	.05	.31
The interview questions of the bank are subjective for assessment	300	3.30	1.04	5.01	299	.000	.30	.18	.42
The interview panel is well organized	300	3.24	1.05	3.98	299	.000	.24	.12	.36
The interview questions are clearly presented to the applicant	300	3.27	1.12	4.22	299	.000	.27	.15	.40
The type of interview method mostly applied in CBE is structured	300	3.29	1.05	4.85	299	.000	.29	.17	.41
There is consistency on the interview questions	297	3.26	1.03	4.33	296	.000	.26	.14	.38
The interview rooms are comfortable and inviting	299	3.27	1.08	4.33	298	.000	.27	.15	.39
The parameters of the interview are high standard	300	3.17	1.02	2.90	299	.004	.17	.05	.29
The exam rooms are comfortable in all aspects	300	3.26	1.05	4.24	299	.000	.26	.14	.38
The exams sufficiently assess employees capabilities	300	3.20	1.01	3.37	299	.001	.20	.08	.31
There is proper rating system which is free from clerical rating errors	299	3.09	1.06	1.47	298	.142	.09	- .03	.21
The contents of the question are related to the job	298	3.33	1.10	5.17	297	.000	.33	.20	.45
All candidates are fairly treated by the interview panels	300	3.22	1.07	3.62	299	.000	.22	.10	.34
You are aware of the formal policies and procedures of screening	299	3.24	1.06	3.89	298	.000	.24	.12	.36
The screening policies and procedures are easy to interpret revised well	299	3.14	0.99	2.44	298	.015	.14	.03	.25
The Bank has clear and rigorous internal policies on screening	299	3.18	1.05	2.98	298	.003	.18	.06	.30
The policies and procedures on screening gives equal opportunities	300	3.31	1.08	4.98	299	.000	.31	.19	.43
The bank's procedure on screening is transparent	299	3.25	1.05	4.13	298	.000	.25	.13	.37
The bank gives training on screening	297	3.23	2.05	1.90	296	.059	.23	- .01	.46
The HR staff has the required competency and expertise for screening	299	3.19	1.05	3.09	298	.002	.19	.07	.31
Department's performance in screening is adequate	300	3.17	1.01	2.91	299	.004	.17	.05	.29
HR Department adheres to recruitment policies in screening	299	3.15	1.03	2.47	298	.014	.15	.03	.26
The overall screening practice of the bank is satisfactory	298	3.19	1.04	3.18	297	.002	.19	.07	.31
Screening	300	3.22	0.78	4.92	299	.000	.22	.13	.31

Screening generally is an affair mostly dealt with in the human resource management practice. Even so, there are things the organizations do to make sure that incumbents interested in internal vacancies are convinced on the fairness, accuracy and consistency of the screening process. Not

only are selection instruments required to be appropriate in reality they are also required to appear so for the participants. It doesn't make any difference if the bad ratings by employees are due to the real inadequacy of the screening practice to fulfill the required criteria or due to a perception gap. In both cases employees feel pushed around and discriminated against with all the bad consequences accruing in both cases. Bearing this in mind a 3.4 rating (see table 4.5 ) can be regarded as alarmingly low for two reasons. Firstly, a Bank which expressly stated in its vision statement to become a world class Bank can't be happy to score a moderate rating on an issue of importance. Second, moderate ratings may easily slide to low level rating if measures are not taken immediately.

#### 4.3.4 Selecting

Strictly speaking selecting can be thought of as a separate activity from Internal Recruitment in the human resource management endeavor. However, it can also be noted that selection and recruitment are so intertwined that one has trouble to think about the former separately from the latter. It can also be argued that Internal Recruitment is essentially a selection endeavor at whose every stage people are screened in and out. In addition, the success of Internal Recruitment is justified only when it results in success in selection. These are some of the reasons why the researcher has included as a dimension in this study.

**Table 4.6 Selecting**

One-Sample Statistics				Test Value = 3					
				t-value	df	p-val	Mean Diff	95% Con. Int.	
N	Mean	Std. Dev.	L					U	
The selection is fair and free from bias	300	2.99	1.14	-0.10	299	.920	-.01	-.14	.12
The selection panel consists of the required members.	298	3.24	1.04	4.03	297	.000	.24	.12	.36
The selection panel's practice is as per the procedure of the bank	299	3.21	1.06	3.43	298	.001	.21	.09	.33
Weighting for requirement of selection are consistent and relevant	299	3.16	1.01	2.79	298	.006	.16	.05	.28
The selection is timely made	300	2.93	1.10	-1.05	299	.297	-.07	-.19	.06
Process owners participate in the selection	300	3.23	1.03	3.80	299	.000	.23	.11	.34
The selection is made with proper preparation and enough time	297	3.00	1.13	0.00	296	1.000	.00	-.13	.13

The selection criteria are transparent	299	3.04	1.12	0.67	298	.503	.04	-	.17
The selection is clearly communicated to all the applicants	300	2.96	1.13	-0.61	299	.540	-.04	-	.09
The selection is generally merit based	300	3.08	1.03	1.34	299	.182	.08	-	.20
Employees' appointment is based on experience and competencies that add up to a competitive advantage.	300	3.11	1.09	1.80	299	.073	.11	-	.24
You are aware of the formal policies and procedures of selecting	299	3.16	1.04	2.62	298	.009	.16	.04	.28
The selection policies and procedures are easy to interpret and they are revised periodically	300	3.31	1.91	2.80	299	.005	.31	.09	.53
The Bank has clear and rigorous internal policies on selection	300	3.26	1.02	4.48	299	.000	.26	.15	.38
The policies and procedures on selecting give equal opportunity	299	3.24	1.10	3.82	298	.000	.24	.12	.37
The bank's procedure on selecting is transparent	300	3.17	1.09	2.69	299	.008	.17	.05	.29
The bank gives training on selecting	300	3.08	1.08	1.34	299	.181	.08	-	.21
The HR has the required competency and expertise for selection	300	3.11	1.03	1.79	299	.074	.11	-	.22
HR department's performance on selection is adequate	300	3.05	1.01	0.80	299	.424	.05	-	.16
Human Resource Department adheres to recruitment policies and procedures for selecting	300	3.20	2.00	1.73	299	.084	.20	-	.43
The overall selection practice of the bank is satisfactory	300	3.00	1.08	0.00	299	1.000	.00	-	.12
Selecting	300	3.12	0.85	2.47	299	.014	.12	.02	.22

Table 4.6 above exhibits another inadequate (based on the context that moderate rating is not good enough for CBE) aggregate mean rating about *selecting* as a dimension in the internal recruitment practice. A particularly lower level rating is assigned to such particular issues of selecting as fairness, timeliness and transparency (communication) which are so critical in shaping the perception of incumbents about the entire selecting process. Selection has two important objectives that are interdependent. First, selection has to make sure that the right people are not skipped. If the right people are not selected it causes the organization the loss of productivity and other desirable contributions from that candidate whilst the candidate is losing the opportunity to thrive in the organization better. This situation will certainly have a critical implication for the satisfaction of the employee which, in turn, results such undesirable consequences as turnover, loss of efficiency and other counterproductive behaviors. Therefore,

the problems in this dimension of the selection process have to be rectified before further damages are sustained.

#### 4.3.5 Lateral Transfer

Lateral transfer in human resource management is instrumental for a wide range of issues. Effective team building as well as job rotation and its accruing advantages are but only two of the many benefits we can mention. Effective execution of the lateral transfer process is, therefore, important activities that contribute to organizational excellence.

**Table 4.7 Lateral Transfer**

One-Sample Statistics				Test Value = 3					
				N	Mean	Std. Dev.	t-val	df	p-val
L	U								
The bank considers all concerned employee for lateral transfer	300	3.02	1.16	0.25	299	.803	.02	-.11	.15
The duties and responsibilities of the position to be transferred matches with your job grade	300	3.30	1.07	4.79	299	.000	.30	.17	.42
The benefits and other career advancement opportunities of the position applied during lateral transfer are clearly stated in the vacancy of the bank	300	3.25	1.03	4.25	299	.000	.25	.14	.37
The HR staff has the required competencies on handling lateral transfer issues	300	3.07	1.06	1.20	299	.232	.07	-.05	.19
The HR staff is responsive to your needs during lateral transfer request	300	2.99	1.14	-0.10	299	.919	-.01	-.14	.12
The place of transfer given by the bank is mostly acceptance	300	3.06	1.11	0.89	299	.376	.06	-.07	.18
The lateral transfer is fair and free from bias	300	2.92	1.17	-1.24	299	.217	-.08	-.22	.05
The lateral transfer practice is as per the procedure of the bank	300	3.09	1.03	1.56	299	.119	.09	-.02	.21
Weighting for lateral transfers are consistent and related to the new post's need	300	3.07	0.94	1.22	299	.222	.07	-.04	.17
The lateral transfer process is timely made	300	2.85	1.04	-2.55	299	.011	-.15	-.27	-.03
Process owners participate in the lateral transfer request process	300	3.11	0.96	2.04	299	.042	.11	.00	.22
the selection for lateral transfer request is made with proper preparation	300	2.99	1.03	-0.17	299	.867	-.01	-.13	.11
The lateral transfer is clearly communicated to all the applicants	300	2.94	1.05	-1.05	299	.296	-.06	-.18	.06
The overall lateral transfer request processing practice is satisfactory	300	2.88	1.05	-1.93	299	.055	-.12	-.24	.00
Lateral Transfer	300	3.04	0.83	0.80	299	.424	.04	-.06	.13

The lateral transfer aspect of Internal Recruitment and Selection in CBE is again rated as moderate, barely greater than the mode point of 3 (please see table 4.7). From the same table one can learn that all the issues represented in the statements pertinent to lateral transfer have a lot of room for improvement with perhaps a particular emphasis again on timeliness and fairness (statements that are rated as less than 3 on average).

#### 4.4 Summary of the Means

Table 4.8 below put all the means of the dimensions of the independent variable as well as the dependent variable together. It has already been pointed out in the previous discussions that all of the dimensions are falling within the moderate category which is arguably disappointing for CBE.

#### 4.8 Table for Dependent and independent variable one sample t-test result

One-Sample Statistics				Test Value = 3					
				t-value	df	p-value	Mean Diff.	95% Conf. Inter. of the Diff.	
N	Mean	Std. Dev.	L					U	
Job Satisfaction	300	3.41	1.00	7.17	299	.000	.41	.30	.53
Sourcing	300	3.18	0.73	4.20	299	.000	.18	.09	.26
Attracting	300	3.34	0.72	8.28	299	.000	.34	.26	.42
Screening	300	3.22	0.78	4.92	299	.000	.22	.13	.31
Selecting	300	3.12	0.85	2.47	299	.014	.12	.02	.22
Lateral Transfer	300	3.04	0.83	0.80	299	.424	.04	-.06	.13

#### 4.6 The Relationship of Job Satisfaction and Employee Perception on Internal Recruitment and Selection Practice

It is already an established knowledge that one's perception about a particular state of nature translates to their "knowledge" about that particular state of nature. Thus, the attitude they develop or the decision they make pertinent to that state of nature is essentially about the perception they have about it. In this study the researcher tried to capture the perception of the employees of CBE on the Internal Recruitment and Selection practice of the same. Then, their level of satisfaction at work has been captured by using a generic self report questionnaire. The object of this part of the study is, therefore, to see the relationship between the perception of these employees and their level of job satisfaction. For this end correlation analyses have been made for job satisfaction with each of the dimensions of internal recruitment and selection as identified in the conceptual framework.

From the correlation matrix represented in below 4.10 below, we can learn that all the five dimensions of Internal Recruitment and Selection were found to have strong relationship with employees' job satisfaction. This result has got a simple and straight forward implication that implied that the Job satisfaction is strongly related to the perception of incumbents on the fairness, equity and appropriateness of the Internal Recruitment and Selection practice of the Bank. The details of the correlation matrix are provided just below the same table.

**Table 4.9 The Relationship between Internal Recruitment and Selection and Job satisfaction variables correlation coefficient Result**

	JobSat	Sourcing	Attracting	Screening	Selecting	Lateral Transfer
JobSat	1					
Sourcing	.531**	1				
Attracting	.599**	.800**	1			
Screening	.555**	.735**	.786**	1		
Selecting	.421**	.713**	.748**	.823**	1	
Lateral Transfer	.377**	.620**	.675**	.694**	.788**	1
**. Correlation is significant at the 0.01 level (2-tailed).						

As indicated in table 4.9 above, sourcing applicants is positively and strongly related to employees' job satisfaction with  $r=0.531$  allowing for the null hypothesis is not supported at 99% CL ( $p\text{-value} < 0.01$ ). The other dimension (attracting applicants) is positively and strongly related to employees 'job satisfaction with  $r = 0.599$  resulting for the null hypothesis is not supported at 99% CL ( $p\text{-value} < 0.01$ ). Another strong correlation is witnessed between screening applicants and job satisfaction with  $r = 0.555$  resulting for the null hypothesis is not supported at 99% CL ( $p\text{-value}<0.01$ ).

Relatively lower (moderate) correlation is identified first between selecting and job satisfaction with  $r=0.21$  thus the null hypothesis is not supported at 99% CL ( $p\text{-value}<0.01$ ); and, second, between lateral transfer and job satisfaction with  $r = 0.337$  resulting for the null hypothesis is not supported at 99% CL ( $p\text{-value}<0.01$ ).

The findings just discussed above enable us to draw a conclusion that Internal Recruitment and Selection practices in CBE are fairly strongly correlated to Job satisfaction.

#### 4.7 The Effect Internal Recruitment and Selection Practices on Job Satisfaction

These relationships indicate that job satisfaction of employees had been impacted by the practice of Internal Recruitment and Selection practice at CBE. In order to evaluate the impact, a linear regression analysis is conducted to see the overall effect.

From the analysis result indicated in table 4.10 below, the coefficient of determination (the adjusted r square), = 0.394. This figure tells that employee satisfaction is considerably impacted by The Internal Recruitment and Selection practice at CBE. This is to say that 39.4% of the employee satisfaction is resulted from their view/perception (which said to form the beholders reality) of the Internal Recruitment and Selection practice at the bank.

**Table 4.10 Effects of Independent variable on dependent variable**

Model		Unstandardized Coefficients	Standardized Coefficients	t-value	p-value	R	R Square	Adjusted R Square
		B	Beta					
1	(Constant)	.437		1.957	.051	0.636	.405	.394
	Sourcing	.174	.127	1.601	.111			
	Attracting	.609	.436	4.952	.000			
	Screening	.465	.364	4.039	.000			
	Selecting	-.308	-.262	-2.742	.006			
	Lateral Transfer	-.050	-.041	-.552	.581			

DV- Job Satisfaction

To further look into the individual impacts of each process, a step-wise regression analysis has resulted in the information as indicated in table 4.12 below. In step1, the attracting process, which is the most correlated process to employee job satisfaction, is used in the linear regression and found to have 35.7% influence on job satisfaction.

**Table 4.11 Effect of each dimension of the Independent variable on Job satisfaction**

Model		Unstand. Coef.	Stand. Coeff.	t-value	p-value	R	R Square	Adjusted R Square
		B	Beta					
1	(Constant)	.615		2.780	.006	0.599	.359	.357
	Attracting	.837	.599	12.928	.000			
2	(Constant)	.515		2.331	.020	0.615	.378	.374
	Attracting	.596	.427	5.770	.000			
	Screening	.281	.219	2.964	.003			
3	(Constant)	.487		2.233	.026	0.631	.399	.393
	Attracting	.695	.497	6.538	.000			
	Screening	.491	.384	4.312	.000			
	Selecting	-.313	-.267	-3.218	.001			

Adding the screening process to the linear equation is step2, the R square raised to 37.4%, which is an increased influence of 1.7%. Thirdly, the selecting process along with the previous two processes resulted in an overall influence of 39.3%. This is 0.9% increase in influencing employees' job satisfaction.

From the regression analysis, it is possible to address the research question that the Internal Recruitment and Selection practice does have effect on Job satisfaction. It is found out that about 39.4 % of the employees' Job satisfaction is due to their feeling on the internal recruitment and selection practice in the Bank.

Generally, the hypothesis made on all promotion variables, i.e. sourcing, attracting, screening and selecting including lateral transfer have positive and significant effect on job satisfaction, were supported by the findings of the study except screening and lateral transfer which have positive but low and moderate effect on job satisfaction. On the other hand, findings from other researchers showed that all the above variables have positive relationship with job satisfaction at moderate level on some studies and at significant level on others. This reveals that Internal Recruitment and Selection processes are major determinant factors that should be given due reflection and reaction by companies while considering job satisfaction in their entity.

#### **4.8 Qualitative Analysis on Internal Recruitment and selection practices of CBE**

This part is presented here as part of providing the reader with supplemental information on the Internal Recruitment and Selection of employees. The information provided in this section is obtained from various pertinent documents as well as interview responses of the Human Resources Director/District HR business partner of the Bank. Another important issue to be pointed out at this juncture is that much of the information obtained from this qualitative data has been used to enrich the discussion in the quantitative analyses and discussion part. Therefore, this section is mainly meant to provide readers with the actual interview responses and the information obtained from the various documents.

In this regard, the director responded that recruitment and selection is done in CBE through both internal and external recruitment sources. All managerial level posts are recruited through internal recruiting. Promotion and transfers are major ways through which vacant positions are filled internally. Internal sourcing as a priority in recruitment and selection has to be further strengthened as a good practice.

On the other hand, generally, the procedure manual states that HR teams shall exhaustively use internal sources to fill vacant posts before looking for external options. Both process owners (mainly responsible) and HR professionals are responsible for recruiting applicants for a position. Process owners mostly participate for internal recruiting through promotion and transfer of the existing employees. The procedure of the bank puts that applications for a vacancy shall be received for a minimum of 10 working days after the first date of announcement. The time frame will, however, increase depending on the availability of the pool of applicants. In this case, a clear guideline must be outlined to avoid confusion and of discriminatory cases.

The procedure further states that the vacancy to be announced should compose of details of the required qualification of the vacant job, place of the job, time range of application, etc. In this respect, CBE's vacant announcement composed of the following: Job title, place of assignment, job grade, duties and responsibilities, reports to etc.

The process of selection of the bank, as per the procedure of the bank, comprises of a number of steps. The steps of selection is analyzed and put in the following manner. The steps used for internal candidates for promotion are stated as follows.

1. The collected vacancy is rated based on criteria (performance, education and work experience: general and specific)
2. The rated result is submitted to the appropriate selection committee
3. Considering the rating result the selection committee decides either for exam or interview or both
4. Test or exam or both will be made depending up on the decision of the committee
5. The result of the interview, or exam or both will compiled
6. The compiled result is submitted for the committee for decision
7. The committee decides (selects)

As per the procedure of the bank and responses of the interviewees, based on the responsibilities entrusted on the Corporate as well as the District HR teams, the interview panels is formed considering various factors. Interview panel for non-managerial roles consist of User Organ Director/Manager, Legal, Director-HRM, Labor Union Representative with no voting power as a member. HR Experts/Officers represented as Secretary Interview panel for managerial roles consists of Director HRM, User Organ Director/VP, Chairperson- Commercial Credit participate.

The interviewees are finally asked the major challenges that may lead towards problems Internal Recruitment and Selection practices of CBE. As per the response of the interviewee the major challenges that are related to Internal Recruitment and Selection process of CBE are the following:

The selection process is subject to complaint: Committee recommendation is found to be subjective which raised many complaints among staff of the company.

Lack of consistency on internal recruitment and selection process: Based on the suggestion of the committee, sometimes exam are conducted for a post at one time there could not be exam at all at other times.

The interviewers are not trained on technical interview skill and this creates a gap to select potential candidates.

Sometimes there is lack of accessibility of internal vacancies to employees especially in outlying branches.

Using previous performance appraisal result for current promotion process (it may be filled before five years) which could not depict the current potential of the candidate.

Subjectivity is observed on managerial posts selection process: so as to select a candidate for managerial positions, about 55% of the candidates' results (20% is given from the candidates' immediate supervisor and 35% is given from the selection committee) paves the way to subjectivity.

As per the response of the interviewers, the problems are due to the gap of the HRM procedure of the bank.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The purpose of this research is to assess the effects of Internal Recruitment and Selection on job satisfaction. To achieve this goal relevant literature was reviewed in chapter two methodology was discussed in chapter three, and data analysis in chapter four. In this chapter the summary of major findings, conclusion, recommendation, limitations, and finally suggestions for future research are presented and discussed.

#### 5.1 Summary of Major Findings

The present study analyzes the effects of Internal Recruitment and Selection practices on employees' job satisfaction in commercial bank of Ethiopia. The study employed both descriptive and inferential analysis. The major findings of the study are summarized as follows.

- The respondent is dominated by male employees that constitute (61.3%) of the respondents. With regard to age group, 82.7% of the respondents are below the age of 35. The survey result shows that 90.3% of the respondents are at least first degree holders. The study also shows that 82.7% of the respondents have 10 and less than 10 years of service in CBE. In CBE, majority of the employees, 276 (92%) of the respondents are clerical employees.
- The overall job satisfaction of employees of CBE working in the bank is more than moderate which is computed to be  $M=3.41$  with employees moderately being happy and proud working at CBE scoring a mean of  $M=3.43$  and  $3.50$  respectively. The same is true of employees enjoying working at the bank with  $M=3.34$ .
- Except gender there is high correlation between demographic characteristics of employees and employees' job satisfaction as in the following:
  - With regard to age group, 82.7% of the respondents are below the age of 35. However, the satisfaction level of respondents in this age group seems lower than that of respondents whose age is 35 and above.
  - The survey result shows that 90.3% of the respondents are at least first degree holders. However, employees who are at this level of education seem to have lower job satisfaction level than those who hold below degree holders.
  - The study also shows that 82.7% of the respondents have 10 and less than 10 years of service in CBE. However, those categorized in this service year

seems to have lower level of job satisfaction than who have 10 years and above service.

- In CBE, majority of the employees, 276 (92%) of the respondents were clerical employees who, however, have less level of job satisfaction as compared to non-clerical employees.
- Satisfaction level of district employees is slightly lower than the satisfaction level of head office employees who have almost proportional number with the first.
- The overall perception of employees on the Internal Recruitment and Selection of the bank i.e. sourcing, attracting, screening, selecting and lateral transfer is at moderate level in that:
  - The perception of sourcing practice at CBE is at moderate level which is rated to be  $M=3.18$ .
  - The overall perception of employees toward attracting practice of the bank is more than average level i.e.  $M=3.34$ .
  - There is moderate level of perception of employees on screening practice of CBE i.e.  $M=3.22$ .
  - The overall perception of employees on the selecting practice of the bank is then evaluated to be moderate with a mean of  $M=3.12$ .
  - The overall lateral transfer practice at CBE as perceived by employees is computed to be moderate having a mean of  $M=3.04$ .
- All the five processes are found to have strong relationship with employees' job satisfaction. The most significant process related to job satisfaction is attracting, with  $r=0.599$ , followed by screening and sourcing with  $r=0.555$  and  $0.531$  respectively. Selecting and lateral transfer have relatively lower level relation with job satisfaction with  $r=0.421$  and  $r=0.377$ .
- Generally, employees' satisfaction is considerably impacted by employees' perception on the internal recruitment and selection practice of CBE in that 39.4% of the employees' satisfaction resulted from their view/perception of the internal recruitment and selection practice at the bank.

## 5.2 Conclusion

This study has set to examine the level of Job satisfaction on the one hand and the Internal Recruitment and Selection practice of the Commercial Bank of Ethiopia on the other. In addition, the study was directed toward examining whether there is a relationship between Internal Recruitment and Selection practices and job satisfaction. Apart from examining the existence of relationship and the strength thereof, the study has also assessed how (if any) Internal Recruitment and Selection practices in CBE affect job satisfaction. The following conclusions have finally been drawn after carefully processing the information from the various sources that were identified in the methodology part.

The conclusions are drawn first for each dimension of Internal Recruitment and Selection as well as Job satisfaction. Second conclusion for the both the independent and dependent variables in whole are made. Third conclusion on the strength of relationship between each dimension of the Internal Recruitment and Selection and Job satisfaction is developed. Finally, conclusion on the effect of Internal Recruitment and Selection on job satisfaction is drawn.

All the conclusions are drawn based on the quantitative data carefully contextualized by the qualitative ones. For example, the mean value of a dimension has not been interpreted only in absolute terms. Rather, the contexts established about the bank in terms of its mission and vision, its strategy, market positioning as well as managerial maturity were taken into account to derive the conclusions. Moreover, it is worth mentioning that these contexts are not brought to picture out of the blue; they are, rather, extracted from the interview data and the document analysis. Now let's point out the conclusions driven one by one.

- Given the high level of growth, expansion, financial performance and usage of international consultants for better managerial excellence higher level of job satisfaction (say a rating which is at least '4' in a '5' point scale) can be arguably expected. Therefore, a satisfaction level of '3.41' is arguably regarded as low. Moreover, such a risky level of satisfaction may easily slide to a level that is even lower.
- The internal recruitment and selection as a practice seems to have done well on surface as all of its dimensions (sourcing, screening, lateral transfer, selecting) have

enjoyed a moderate rating. However, a closer look at the issue may reveal the opposite. As has been emphatically appreciated in the discussion part, CBE is an industry leader with an ambitious vision of becoming a world class Bank by 2025. Also, CBE is highly resourceful both in terms of hardware and human capital. So, an industry leader with such a stretch vision is not faring well when it is rated as moderate (rated barely greater than '3' in a '5' point scale) in one of the most important human resource activities for organizational excellence – internal recruitment and selection.

- Each of the dimensions of Internal Recruitment and Selection were found to have either moderate or strong relationship with job satisfaction as demonstrated by the coefficients the respective correlation analyses. Also, the same results were revealed in the cause effect regression analyses. So, not are have Internal Recruitment and Selection practices reasonably related but also the former positively affected the latter. This implies that improvement in the Internal Recruitment and Selection practice will appreciably improve job satisfaction.

### **5.3 Recommendation**

Based on the conclusions that were drawn based the data obtained and contexts established, the following recommendations are forwarded. To remind the readers once again the rating for CBE on the various dimensions of Internal Recruitment and Selection have been inadequate whilst it was found out that the Internal Recruitment and Selection practices in the Bank instrumental for job satisfaction.

- Internal Recruitment and Selection can be thought of as both from the perspective of framework and process. The structure may be related to who is in charge of the various dimensions of internal recruitment and selection, the principles governing the endeavor and also the procedures that are put in place to execute it. On the other hand, process is related to the actual experiences applicants go through when they participate in the Internal Recruitment and Selection process. These include the way information is communicated to them, the style by which their queries are handled, the manner in which their complaints are addressed, the responsiveness of the officers to the feedbacks provided from applicants/participants etc. So, the solutions aimed at

improving the internal recruitment and selection practice of the Bank must be with either the process or structure or both issues in mind.

- Internal Recruitment sourcing can be improved by carrying out detailed communication to the potential candidates about the various issues pertinent to the job position under consideration. For example, much before the internal recruitment process starts potential candidates can be informed about the requirements of each position, the possible time of job advertisement and other relevant issues that help the candidates prepare well. By doing so, both that succeed and get the job position will be happy whilst the rest convinced. In addition, workshops and other platforms that are meant to develop consensus on the sourcing practice can be much help. Also bear in mind that such platforms can be used to rectify the problems in the internal recruitment sourcing process, if any.
- Screening is expected to be objective, transparent and, equally important, prompt. Problems regarding this attributes of screening are mostly created and exacerbated when the number of applicants are many in number. Too many applicants are encountered when the job advertisement does appeal specifically to the right applicants compelling others too feel like it might be meant for them. A well thought out advertisement is, therefore, an effective remedy to limit the size of the applicants only to the right size by appealing only to the right candidates and repelling the wrong ones.
- It is an appreciable move to get the line managers on board in the selection process. In fact, line managers must actively take part in the recruitment sourcing and screening practices as well. It has already become a best practice among the excellent companies worldwide. However, these line managers must be provided with the required training pertaining to the basic principles, objectives and philosophies of human resource management if their expertise is to be put to a reasonable use. In addition to this to reduce subjectivity of the selection process, the HR process is advised to revise candidate selection criteria for vacant posts by setting reasonable criteria considering the existing work force and notify all selection results open to all candidates to avoid candidates' perception for any partiality.
- Lateral transfer is again a commendable practice. But, the incumbent to be transferred to another job position has to see the benefits in terms of dealing with boredom, gaining

additional exposures, enjoying better socialization etc. If such benefits or any other are not apparent, then the participants are not likely to appreciate it. Thus, when CBE is executing lateral transfer, it should take account of the benefits accruing not just to itself but also to the employees that are taken through lateral transfer.

#### **5.4 Limitations and Suggestion for Further Research**

This section is intended to address some of the limitations surrounding this study so they may be eliminated in future researches. The findings of this study are based entirely upon the research conducted in the Addis Ababa city and hence may not be applicable to other areas and regions on accounts of contextual factors. Hence, broadening the scope of the study to all districts of the bank throughout the country could make the finding of the study more sound to the bank. Moreover, comparative study on banks with time series analysis is advised to be made.

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# Appendices

**አዲስ አበባ ዩኒቨርሲቲ**  
**የቢዝነስና አስተዳደር ኮሌጅ**  
**የሰው ሀይል አመራር የትምህርት ክፍል**

ይህ ቃለመጠይቅ የተዘጋጀው “የኢትዮጵያ ንግድ ባንክ የውስጥ ቅጥርና ምልመላ አሰራር በሠራተኛው የስራ እርካታ ላይ ያለውን ተፅዕኖ” በሚል ርዕስ እያጠናሁ ያለሁትን ጥናት በተመለከተ መረጃ ለማሰባሰብ ነው።

የሚሰበሰቡትም መረጃ ለማስተርስ ዲግሪ ምረቃ ማሟያ ለማዘጋጀው ጥናታዊ ፅሁፍ ቅድመ መረጃ ለማሰባሰብ ብቻ ነው። የሚሰጡትን መረጃ ሚስጥራዊነት ለማስጠበቅ ስምዎን መፃፍ አይጠበቅብዎትም።

ስለትብብርዎ በቅድሚያ አመሰግናለሁ።

## ክፍል አንድ የግል መረጃ

ለሚከተሉት አምስት የግል መረጃ ጥያቄዎች ከጥያቄዎቹ ምርጫዎች በተጓዳኝ ካሉት ሰጥኖች ውስጥ የ “✓” ምልክት በማስቀመጥ ምላሽዎን ይስጡ።

1.1 ያታ ወንድ

ሴት

1.2 ዕድሜ 25 እና ከዚያ በታች

26 - 35

36 - 45

≥ 46

1.3 የትምህርት ደረጃ በቀድሞ 12ኛ ክፍል ወይም 10ኛ ክፍል ያጠናቀቀ

የሙያ ትምህርት 10 + 3

ዲፕሎማ

የመጀመሪያ ዲግሪ

ድህረ ምረቃ (ሁለተኛ ዲግሪ)

ፒ.ኤች.ዲ

1.4 በኢትዮጵያ ንግድ ባንክ ምን ያህል ጊዜ አገልግለዋል?

ከ5 ዓመት በታች

5 - 10 ዓመት

11- 20 ዓመት

ከ20 ዓመት በላይ

1.5 አሁን ያለዎት የስራ ማዕረግ \_\_\_\_\_

1.6 አሁን ያሉበት የስራ ክፍል \_\_\_\_\_

## ክፍል ሁለት



እናም በዚህ መሰረት በእነዚህ ደረጃዎች አሠራር ላይ ያለዎትን አስተሳሰብ በእርሶ ሀሳብ ለሚከተሉት ጥያቄዎች ምላሽ ይስጡ።

ተ.ቁ	ገለፃ	በጣም አልስማማም (1)	አልስማማም (2)	ሃሳብ የለኝም (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
3.1	<b>የደረጃ እድገት</b>					
3.1.1	<b>የምልመላ ምንጭ ማወቅ</b>					
1.	ባንኩ ሁሉንም ሠራተኞች ለደረጃ እድገት ያስባል					
2.	ባንኩ አሁን በስራ ላይ ያሉ ሠራተኞችን ክህሎትና ችሎታ ይገመግማል					
3.	ባንኩ ከዚህ በፊት ያመለከቱ አመልካቾችን ማመልከቻ በውድድር ጊዜ ያገናኝባል					
4.	ባንኩ ሊያመለክቱ የሚችሉ ሠራተኞችን ለመለየት አስፈላጊውን ቴክኖሎጂ ይጠቀማል					
5.	የባንኩ ምልመላ ምንጭ ማወቅን በተመለከተ የባንኩን በፅሁፍ የተዘጋጀ የአሰራር ሂደት እርስዎ ያውቃሉ					
6.	የባንኩ የፅሁፍ አሰራር ሂደት በቀላሉ ለመረዳት ይቻላል ፣ በየጊዜውም ይሻሻላል።					
7.	ባንኩ ግልፅና የማያሻሙ የምልመላ ምንጭ ማወቅ አሰራር አለው					
8.	የባንኩ አሰራር በእኩልነት ላይ የተመሰረተ ነው በጾታ እና በመልክ አያዳለም					
9.	የባንኩ አሰራር ግልፅነት አለው					
10.	ባንኩ በምልመላ ምንጭ ማወቅ ላይ ስልጠና ይሰጣል					
11.	የሰው ሀይል አመራር ክፍል ሠራተኞች በምልመላ ምንጭ ማወቅ ዙሪያ አስፈላጊው ብቃትና የሙያ ችሎታ አላቸው					
12.	የሰው ሀይል አመራር ክፍል በቂ ያመለከተው አመልካች ዝርዝር ይይዛል። ለወደፊቱም ያስቀምጣል					
13.	የሰው ሀይል አመራር ክፍል የባንኩ ህጋዊ አሰራር ስራ ላይ በተግባር ያውላል።					
14.	የሰው ሀይል አመራር ክፍል የቅጥር ፖሊሲና መመሪያዎችን በአግባቡ ይተገብራል።					

### 3.1.2 አመልካችን ለማመልከት መጋበዝ

ተ.ቁ	ገለፃ	በጣም አልስማማም (1)	አልስማማም (2)	ሃሳብ የለኝም (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
1.	በማስታወቂያው ላይ የተቀመጠው የማታወቂያ ጊዜ በቂ ነው					
2.	ባንኩ በስራ ማስታወቂያው ላይ የስራ መደቡን የስራ ዝርዝርና ኃላፊነት በግልፅ ያስቀምጣል					
3.	የባንኩ የስራ ድርሻ እና ኃላፊነት ዝርዝር ከስራው ደረጃ ጋር ይዛመዳል					
4.	የሰራተኛ ማመልከቻ ፋይሎች በተገቢው ሁኔታ ይቀመጣሉ፣ አይጠፋም					
5.	አዲስ በሚመለከተው የስራ ድርሻ ያሉ ጥቅማ ጥቅሞች እና ሌሎች የስራ መሻሻሎች በግልፅ የስራ ማመልከቻው ላይ ተቀምጠዋል					
6.	የባንኩ የስራ ማስታወቂያ ዘዴዎች ለእርስዎ በቀላሉ ይደርሳሉ					
7.	ባንኩ እርስዎ ስራ እንዲያመለክቱ ያስቀመጣቸው ዘዴዎች ለእርስዎ አመቺ ናቸው።					
8.	በባንኩ የስራ ማስታወቂያዎች ላይ እርስዎ በተለያዩ ዘዴዎች እንዲያመለክቱ እድል ይሰጣል					
9.	ባንኩ በስራ ማስታወቂያዎቹ ላይ የሚያስፈልጉ የሰው ሀይልን ያስቀምጣል					
10.	በአንድ ጊዜ ብዙ የስራ ማስታወቂያዎችን ማመልከትን ይፈቅዳል					
11.	የባንኩ የስራ ማስታወቂያዎች ማዕከላዊ ያላማከሉ ናቸው					
12.	እርስዎ የባንኩን የሰው ሀይል ማመልከት መጋበዝን በተመለከተ ያሉትን ፖሊሲዎችን እና አሰራሮች ያውቃሉ					
13.	የባንኩ የስራ መጋበዝ ፖሊሲዎችና አሰራሮች ለሁሉም ሠራተኞች በእኩልነት ተግባራዊ እንዲሆኑ ያደርጋል					
14.	የባንኩ የስራ መጋበዝ ፖሊሲዎችና አሰራሮች ለሁሉም በግልፅነት የተቀመጡ ናቸው					
15.	የባንኩ የስራ መመሪያና ፖሊሲ ሁሉንም አመልካቾች ያለምንም አድልዎ ማለትም ዘር ፣ ፆታ እና ሐይማኖት ሳይል በእኩልነት ይጋብዛል።					
16.	የባንኩ መመሪያ አመልካቾችን በግልፅ የሚጋብዝ ነው					

17.	ባኩ በስራ መጋበዣ ዘዴዎች ላይ ስልጠና ይሰጣል					
18.	የባንኩ የሰው ሀይል አመራር ሠራተኞች በስራ መጋበዣ አሰራር ላይ አስፈላጊው ችሎታ አላቸው					
19.	የሰው ሀይል አመራር ሠራተኞች በስራ መጋበዣ አሰራር ላይ ያላቸው የስራ ክንዋኔ በቂ ነው					
20.	የሰው ሃብት አመራር ሠራተኞች አመልካቾችን በተገቢው ሁኔታ ያስተናግዳሉ					
21.	የሰው ሀይል አመራር ሰራተኞች በስራ መጋበዣ ሂደት ውስጥ በቂ የሰራተኞች ዝርዝር ይይዛሉ					
22.	የሰው ሃብት አመራር የስራ ክፍል በስራ መጋበዣ ሂደት ውስጥ በስራ ላይ ያውላል					
23.	በአጠቃላይ የባንኩ የስራ ማመልከቻ መጋበዣ ሂደት አሰራር አርኪ ነው					
24.	የሰው ሃይል አስተዳደር የውስጥ ቅጥርን በመመራው መሰረት ይተገብራል					

### 3.1.3 አመልካቾችን መመዘን

ተ.ቁ	ገለፃ	በጣም አልስማማም	አልስማማም	ሃሳብ የሌላኝም	አስማማለሁ	በጣም አስማማለሁ
1.	የባንኩ የስራ ቃለመጠይቅ ሰራተኛውን ዕውቀት ፣ ክህሎትና ችሎታ በተገቢው መጠን ይገመግማል					
2.	የባንኩ የስራ ቃለመጠይቅ ከጊዜ ወደ ጊዜ በሰው ሰው የሚለያዩ ናቸው (ቋሚ አይደሉም)					
3.	የቃለመጠይቅ አድራጊዎች ስብስብ በደንብ የተደራጀ ነው					
4.	የቃለመጠይቅ ጥያቄዎች ለአመልካቾች በግልፅ ይቀርባሉ					
5.	የባንኩ የቃለመጠይቅ ዘዴዎች ታቅደው የተዘጋጁ ናቸው					
6.	የቃለመጠይቅ ጥያቄዎቹ ወጥነት አላቸው					
7.	የቃለመጠይቅ ክፍሎች አመቺና ምቹ ናቸው					
8.	የቃለመጠይቁ መለኪያዎች ደረጃቸውን የጠበቁ ናቸው					
9.	የፅሁፍ ፈተና መፈተኛ ክፍሎች ምቹና የተፈታኞች ቁጥር በአንድ ክፍል ምጥን ናቸው					
10.	የፅሁፍ ፈተናዎች የሰራተኞችን ችሎታ በበቂ ሁኔታ ይገመግማል					
11.	ባንኩ አመልካቾችን በሚመዘንበት ጊዜ ከስህተት የፀዳ ምዘና ያከናውናል					

12.	ሁሉም የስራ ተወዳዳሪዎች በቃለመጠይቅ ጊዜ በእኩልነት ይስተናገዳሉ					
13.	እርስዎ በባንኩ የአመልካቾች ምዘና ፖሊሲዎችና አሰራሮች ላይ እውቀት አለዎት					
14.	ባንኩ የአመልካቾች ምዘና ፖሊሲዎችና አሰራሮች በቀላሉ የሚረዷቸው እና በየጊዜው የሚሻሻሉ ናቸው					
15.	ባንኩ ግልፅና ቋሚ የውስጥ የስራ አመልካቾች ምዘና አለው					
16.	ባንኩ የስራ አመልካቾች ምዘና ፖሊሲዎችና አሰራሮች ሁሉንም ሠራተኞች በእኩልነት ያስተናግዳሉ					
17.	ባንኩ የስራ አመልካቾች ምዘና ለሁሉም ሠራተኞች ለተጠያቂነት ግልፅ ናቸው					
18.	ባንኩ የስራ አመልካቾች ምዘና ላይ ስልጠና ይሰጣል					
19.	የሰው ሀይል አመራር ክፍል ሰራተኞች የአሰራር አመልካቾች ምዘና አሰራር ላይ ተገቢው ብቃትና የሙያ ችሎታ አላቸው					
20.	የሰው ሀይል አመራር ክፍል ሠራተኞች የስራ ክንውን ምዘና አመልካቾች ምዘና አሠራር ላይ በበቂ ሁኔታ ያከናውናል					
21.	የሰው ሀይል አመራር ክፍል የባንኩን የስራ ክንውን ምዘና ፖሊሲዎችና አሠራሮችን ተከትሎ ይሠራል					
22.	አጠቃላይ የባንኩ የስራ ክንውን ምዘና አሠራር በበቂ ሁኔታ እና በአርኪ ሁኔታ ይከናወናል					
23.	የጥያቄዎቹ ይዘት ከስራው ጋር ይገናኛል					

### 3.1.4 የሰው ሀይል መረጃ

ተ.ቁ	ገለፃ	በጣም አልስማማም	አልስማማም	ሃሳብ የሌላኛም	እስማማለሁ	በጣም እስማማለሁ
1.	ባንኩ ሀይል መረጃ ፍትህዊና ከአድልዎ የፀዳ ነው					
2.	ባንኩ የሰው ሀይል መረጃ አድራጊዎች ስብስብ የሚመለከታቸው አካላት ብቻ ናቸው					
3.	ባንኩ የሰው ሀይል መረጃ አሠራር በባንኩ ፖሊሲ ህጋዊ አሠራር መሠረት ይከናወናል					
4.	ባንኩ የሰው ሀይል ክፍል ሠራተኞች አስፈላጊው የሰው ኃይል መረጃ ብቃትና የሙያ ችሎታ አላቸው					

5.	ለሠው ሀይል መረጣ አሠራር የተቀመጡ መለኪያዎች ውጤት ያላቸውና ከስራው ጋር የተገናኙ ናቸው					
6.	የሰው ሀይል መረጣ ሂደቱ በጊዜው ይከናወናል					
7.	በባንኩ የሰው ሀይል መረጣ ላይ የስራ ሂደቱ ባለቤቶች ይሳተፋሉ					
8.	የሰው ሀይል መረጣው በተገቢው ሰዓት ይከናወናል					
9.	የሰው ሀይል መረጣ መስፈርቶች ለሁሉም ሠራተኞች በግልፅ የተቀመጡ ናቸው። ለተጠያቂነትም ክፍት ናቸው					
10.	የሰው ሀይል መረጣው የሠራተኛውን ችሎታ ፣ ክህሎትና ብቃት ያገናዘበ ነው					
11.	እርስዎ በባንኩ የሰው ሀይል መረጣ ፖሊሲዎችና አሰራሮች ላይ ግንዛቤ አለዎት					
12.	የባንኩ የሰው ሀይል መረጣ ፖሊሲዎችና አሠራሮች በቀላሉ የሚረዱቸውና በየጊዜው የሚሻሻሉ ናቸው					
13.	ባንኩ ግልፅና ቋሚ የውስጥ የሰው ሀይል መረጣ ፖሊሲዎችና አሰራሮች አሉት					
14.	የባንኩ የሰው ሀይል መረጣ ፖሊሲዎችና አሰራሮች ሁሉንም ሠራተኞች በእኩልነት ያስተናግዳሉ					
15.	የባንኩ የሰው ሀይል መረጣ አሰራር ሂደት ለሁሉም ሠራተኞች በግልፅነት የተቀመጡ ናቸው					
16.	ባንኩ የሰው ሀይል መረጣ ሂደት ላይ ስልጠና ይሰጣል					
17.	የባንኩ የሰው ሀይል ክፍል ሠራተኞች በሰው ሀይል መረጣ አሰራር ላይ ተገቢው ብቃትና የሙያ ችሎታ አላቸው					
18.	የባንኩ የሰው ሀይል ክፍል ሠራተኞች በሰው ሀይል መረጣ ሂደት ላይ የባንኩ ፖሊሲዎችና ህጋዊ አሰራሮች ይከተላሉ					
19.	አጠቃላይ የባንኩ የሰው ሀይል ክፍል የሰው ሀይል መረጣ ሂደት አርኪ ነው					
20.	የሰው ሀይል አስተዳደር የውስጭ ቅጥርን በመመሪያው መሰረት ይተገብራል።					
21.	የባንኩን የምርጫ መመሪያዎችና ፖሊሲዎች በአግባቡ አውቃቸዋለሁ					

### 3.2 የስራ ዝውውር

ተ.ቁ	ገለፃ	በጣም አልስማማም	አልስማማም	ሃሳብ የለኝም	እስማማለሁ	በጣም እስማማለሁ
1.	ባንኩ ሁሉንም ሠራተኞች ለስራ ዝውውር ከግንዛቤ ውስጥ ይከታል					
2.	የባንኩ የስራ ዝውውር የስራ ድርሻ በባንኩ የስራው ዝርዝርና ኃላፊነት ጋር ይዛመዳል					
3.	በስራ ዝውውር ጊዜ ባኩ ለስራ ማዕረግ የሚሰጠው ጥቅም ጥቅምና ሌሎች የእድገት መሻሻሎች በግልፅ የተቀመጡ ናቸው					
4.	የባንኩ የሰው ሀይል ክፍል ሠራተኞች በባንኩ የስራ ዝውውር ስራ አፈፃፀማቸው ላይ ተገቢው ብቃትና የሙያ ችሎታ አላቸው					
5.	የባንኩ የሰው ሀይል ሠራተኞች ለሠራተኞች የስራ ዝውውር ጥያቄዎች ተገቢውን አቀባበል ያደርጋሉ					
6.	የባንኩ የስራ ዝውውር ቦታዎች በአብዛኛው ተቀባይነት አላቸው					
7.	የባንኩ የስራ ዝውውር አሰራር ግልፅና ከአድልዎ ነፃ ናቸው					
8.	የባንኩ የስራ ዝውውር አሰራር በባንኩ የአሰራር ህግ መሰረት ነው					
9.	የስራ ዝውውር መረጣ መለኪያዎች ወጥና ሥራው የሚጠይቀውን መስፈርት ያገናኘቡ ናቸው					
10.	የስራ ዝውውር ሂደቱ በተገቢው ጊዜ ይከናወናሉ					
11.	በስራ ዝውውር አመልካቾች መረጣ ክንውን ላይ የስራ ሂደት ባለቤቶች ይሳተፋሉ					
12.	የስራ ዝውውር አመልካቾች መረጣው በተገቢው ዝግጅትና በተገቢው ጊዜ ይከናወናል					
13.	የስራ ዝውውር የአመልካቾች መረጣ ለሁሉም አመልካቾች ይፋ ይደረጋል					
14.	አጠቃላይ የባንኩ የስራ ዝውውር የአመልካቾች መረጣ አሰራር በአጥጋቢና በአርኪ ሁኔታ ይከናወናል					

**Addis Ababa University**  
**College of Business and Administration**  
**Department of Human Resources Management**

This questionnaire is designed to collect information on the Effects of Internal Recruitment and Selection practices on Employees' Job Satisfaction in Commercial Bank of Ethiopia. The data collected shall be used as primary data in my thesis, which I am conducting as a partial fulfillment for the requirement of my study in Masters in Human Resources Management at Addis Ababa University College of Commerce. No need to mention your name and the information provided is to be used only for this study and any information given will be kept confidential.

Thank you for your Co-Operation!

**Part One: Biographical Information**

Instructions:

Please use this “√” mark for each question to indicate your response

1.1 Gender:	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
1.2 Age:	25 or below	<input type="checkbox"/>
	26-35	<input type="checkbox"/>
	36-45	<input type="checkbox"/>
	≥46	<input type="checkbox"/>

1.3 Educational Background:

High School Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
BA/BSC Degree	<input type="checkbox"/>
MA/MSC	<input type="checkbox"/>
PHD	<input type="checkbox"/>

1.4 How long you have been serving in CBE?

Less than 5 years	<input type="checkbox"/>
5 - 10 years	<input type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
≥20 years	<input type="checkbox"/>

1.5 Please specify your current Job Title \_\_\_\_\_

1.6 Please specify your current Place of assignment \_\_\_\_\_

**Part Two: Employees’ Job Satisfaction Working in CBE**

In this part of the questionnaire you will find questions which will assess your level of satisfaction working in Commercial Bank of Ethiopia. The questions are designed your general satisfaction level working in CBE. Please rate your satisfaction by putting your rate in the boxes provided under respective level of your satisfaction as hereunder.

Strongly Disagree.....(1), Disagree..... (2), Neutral..... (3), Agree.....(4),  
Strongly Agree..... (5)

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	I am Satisfied working in Commercial Bank of Ethiopia.					
2	I feel happy working at CBE					
3	I am proud to tell others that I work for the CBE					
4	I enjoy working at CBE					
5	Rate your overall Satisfaction with your Job?					

### **Part Three: Employees' Perception on Recruitment and Selection practice of CBE**

This part of the questions is designed to assess the practice of Internal Recruitment and selection of the bank in relation to different variables of Internal Recruitment and Selection. The Internal Recruitment and Selection of Commercial Bank of Ethiopia is contains two parts; which are promotion and lateral transfer. The steps followed by CBE for processing promotion are sourcing, attracting, screening and selecting each of these step are interdependent and put sequentially. Accordingly, there are four sections under promotion and one section under lateral transfer each of which comprises of different questions. Hence, based on your perception please put your level of agreement for each question below under the corresponding level of your agreement.

The following are definitions of sourcing, attracting, screening and selecting for your understanding and easy response of the questions.

**Sourcing:** is an active effort by the recruiter to find and contact candidates who have not applied for a role or registered into a talent pool.

**Attracting:** refers to activities of soliciting or asking for candidate inquiries. This is mainly done through advertising vacancies with the hope that they will attract candidates meeting the requisite criteria.

**Screening:** refers to the phase of selection in which all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately rejected in this step.

**Selecting:** refers to the process of choosing from a group of applicants those individuals best suited for a particular position in an organization.

**Lateral Transfer:** the movement of an employee from one position to another position without changing existing job grades.

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
3.1	<b>Promotion</b>					
3.1.1	<b>Sourcing Candidates</b>					
1	The bank considers all concerned employees for promotion					
2	The bank assesses existing employees skills and ability					
3	The bank considers previous applications of the applicants					
4	The bank uses the required technology for identifying of pool of applicants					
5	You are aware of the formal policies and procedures of sourcing of the bank					
6	The sourcing policies and procedures are easy to interpret and they are revised periodically					
7	The Bank has clear and rigorous internal policies on sourcing					
8	The bank's policies and procedures on sourcing gives equal opportunity for all applicants without any discrimination based on sex, color, etc					
9	The bank's procedure on sourcing is transparent					
10	The bank gives training on sourcing					
11	The HR staff has the required competency and expertise on sourcing					
12	HR maintains an adequate pool of quality of candidates					
13	Human Resource Department puts recruitment policies and procedures of sourcing into effect					
14	The overall sourcing practice of the bank is satisfactory					
3.1.2	<b>Attracting Candidates</b>					
1	The application time given on vacancy is reasonable					
2	The duties and responsibilities of positions applied in the bank clearly stated					
3	The duties and responsibilities of the position matches with the job grade					
4	There is proper filing and recording of employees application document during application					
5	The benefits and other career advancement opportunities of the position applied are clearly stated in the vacancy of the bank					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
6	The method of vacancy announcement by the bank makes all vacancies reachable to you					
7	The mode of application stated in the vacancy is practicable to the applicant					
8	Different methods of application are provided in the vacancy for application					
9	Number of required employee for a post is stated in the vacancy					
10	Applying more vacancy at a time is possible in a bank					
11	There is decentralization of vacancy announcement in the bank					
12	You are aware of the formal policies and procedures of attracting of the bank.					
13	The attracting policies and procedures are easy to interpret and they are revised periodically					
14	The Bank has clear and rigorous internal policies on attracting					
15	The bank's policies and procedures on attracting gives equal opportunity for all applicants without any discrimination based on sex, color, etc					
16	The bank's procedure on attracting is transparent					
17	The bank gives training on attracting					
18	The HR staff has the required competency and expertise on attracting					
19	The HR staff is accessible for support and assistance and responsive in attracting					
20	HR department's performance in attracting is adequate					
21	The HR staff has customer service attitude during attracting					
22	HR maintains an adequate pool of quality in attracting applicants					
23	Human Resource Department adheres to internal recruitment policies and procedures in attracting					
24	The overall attracting candidates practice of the bank is satisfactory					
3.1.3	<b>Screening Candidates</b>					
1	The interview questions of the bank for screening sufficiently assess the applicant's knowledge, skill, and ability for the position					
2	The interview questions of the bank are subjective for assessment					
3	The interview panel is well organized					
4	The interview questions are clearly presented to the applicant					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
5	The type of interview method mostly applied in CBE is structured					
6	There is consistency on the interview questions					
7	The interview rooms are comfortable and inviting					
8	The parameters of the interview are high standard					
9	The exam rooms are comfortable including the temperature and the number of examinees per room					
10	The exams sufficiently assess employees capabilities					
11	There is proper rating system which is free from clerical rating errors					
12	The contents of the question are related to the job					
13	All candidates are fairly treated by the interview panels					
14	You are aware of the formal policies and procedures of screening of the bank					
15	The screening policies and procedures are easy to interpret and they are revised periodically					
16	The Bank has clear and rigorous internal policies on screening					
17	The bank's policies and procedures on screening gives equal opportunity for all applicants without any discrimination based on sex, color, etc					
18	The bank's procedure on screening is transparent					
19	The bank gives training on screening					
20	The HR staff has the required competency and expertise for screening					
21	HR department's performance in screening is adequate					
22	Human Resource Department adheres to recruitment policies and procedures for screening					
23	The overall screening practice of the bank is satisfactory					
3.1.4	<b>Selecting Candidates</b>					
1	The selection is fair and free from bias					
2	The selection panel consists of the required members.					
3	The selection panel's practice is as per the procedure of the bank					
4	Weights given for requirement of selection are consistent and related to the new post's need					
5	The selection is timely made					
6	Process owners participate in the selection					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
7	The selection is made with proper preparation and considerable time					
8	The selection criteria are transparent					
9	The selection is clearly communicated to all the applicants					
10	The selection is generally merit based					
11	Employees' appointment is based on experience and competencies that have a role in creating a competitive advantage.					
12	You are aware of the formal policies and procedures of selecting of the bank					
13	The selection policies and procedures are easy to interpret and they are revised periodically					
14	The Bank has clear and rigorous internal policies on selection					
15	The bank's policies and procedures on selecting gives equal opportunity for all applicants without any discrimination based on sex, color, etc					
16	The bank's procedure on selecting is transparent					
17	The bank gives training on selecting					
18	The HR staff has the required competency and expertise for the quality of their job on selection					
19	HR department's performance on selection is adequate					
20	Human Resource Department adheres to recruitment policies and procedures for selecting					
21	The overall selection practice of the bank is satisfactory					
3.2	<b>Lateral Transfer</b>					
1	The bank considers all concerned employee for lateral transfer					
2	The duties and responsibilities of the position to be transferred matches with your job grade					
3	The benefits and other career advancement opportunities of the position applied during lateral transfer are clearly stated in the vacancy of the bank					
4	The HR staff has the required competency and expertise on handling lateral transfer issues					
5	The HR staff is responsive to your needs during lateral transfer request					
6	The place of transfer given by the bank is mostly acceptance					
7	The lateral transfer is fair and free from bias					

No.	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
8	The lateral transfer practice is as per the procedure of the bank					
9	Weights given for lateral transfers are consistent and related to the new post's need					
10	The lateral transfer process is timely made					
11	Process owners participate in the lateral transfer request process					
12	The selection for lateral transfer request is made with proper preparation and considerable time					
13	The lateral transfer is clearly communicated to all the applicants					
14	The overall lateral transfer request processing practice of the bank is satisfactory					

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Thank you for your Co-Operation!

## Interview Questions

1. What are the sources of recruiting in Commercial Bank of Ethiopia? How is the specification made for selecting the types of recruiting sources? Why?
2. What are the methods of recruiting? How are they used?
3. What are the steps of selection process used by Commercial Bank of Ethiopia?
4. Who are the participants of selection committee (if any) there is committee? Specification of the selection committee's composition?
5. What are the selection methods the bank uses? What do you say about its fairness, transparency and consistency?
6. Is there clear HRM Policy that guides the Internal Recruitment and Selection practice? How often it is revised?
7. What are the strengths and major challenges of Internal Recruitment and Selection process in Commercial Bank of Ethiopia?
8. Is there any monitoring and controlling mechanism to evaluate the effectiveness of the Internal Recruitment and Selection practice? What do you say about the effectiveness of the Internal Recruitment and Selection practice of the bank?

