THE EFFECT OF STRATEGIC HUMAN RESOURCES MANAGEMENT PRACTICES ON ORGANIZATIONAL COMPETITIVENESS: AN APPLICATION OF MARKET SHARE AS CONDITIONAL PROCESS ANALYSIS THE CASE OF SELECTED PRIVATE BANKS IN GURAGE ZONE

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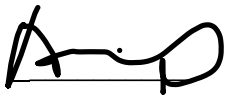
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Approval Sheet

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I hereby certify that I have read and evaluated this Thesis titled **" The Effect of Strategic Human Resources Management Practices on Organizational Competitiveness: An Application of Market Share as Conditional Process Analysis The Case of Selected Private Banks in Gurage Zone"** prepared under my guidance by Helen Assefa Kerga. I recommend that the Thesis shall be submitted as fulfilling the requirements for the award of a Master Degree in Business Administration.

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As members of the Board of Examiners of the Master of Business Administration Thesis open defense examination, we have read and evaluated this Thesis prepared by Helen Assefa Kerga and examined the candidate. We hereby certify that, the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Business Administration (MBA).

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I hereby declare that this MBAthesis entitled “The effect of strategic human resources management practices on organizational competitiveness: an application of market share as conditional process analysis: the case of selected private banks in gurage zone.”is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

Name: Helen Assefa Kerga

Signature: 

This Thesis is Dedicated

To my Mother

Worknesh Tezo

(The architect of my character, the conductor of my aspirations, and the enchantress who weaves magic into the fabric of my being.)

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ACRONYMS

HRM - Human Resources Management

SHRM - Strategic Human Resources Management

LMICs - Low and Middle-Income Countries

HRM - Human Resource Management

UK - United Kingdom

HR - Human Resources

G.C: Gregorian Calendar

CBE: Commercial Bank of Ethiopia

SPSS: Statistical Package for the Social Sciences

V.26: Version 26

MA: Master of Arts

MSc.: Master of Science

BA: Bachelor of Arts

B.Sc.: Bachelor of Science

B.Ed.: Bachelor of Education

CLRM: Classical Linear Regression Model

OLS: Ordinary Least Squares

CDF: Cumulative Distribution Function

SPSS: Statistical Package for the Social Sciences

ANOVA: Analysis of Variance

R Square: Coefficient of determination

Std. Error: Standard error

df: Degrees of freedom

F: F-ratio

MSHR: Market Share

CAR: Customer Acquisition and Retention

SHRM: Strategic Human Resource Management

CAT: Strategic Human Resource Management

MPD: Market Dynamics and Responsiveness

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ABSTRACT

The study delves into how strategic HRM practices impact competitiveness in private banks within Gurage Zone, using market share as the yardstick. It employs conditional process analysis to explore the relationship between strategic HRM practices and competitiveness, studying how Market Share mediate the link between Strategic HRM and organizational competitiveness. Using both descriptive and explanatory methodology, it thoroughly assesses current strategic HRM practices and their correlation with competitiveness and market share. The findings underscore the need to align HR strategies with goals, nurture a positive organizational culture, and adapt to market dynamics to bolster competitiveness and secure a larger market share. Regression analysis validates significant connections between strategic HRM practices, competitiveness, and market share, underscoring their pivotal role. This study's practical implications are considerable, providing actionable insights for practitioners aiming to enhance competitiveness through adept HRM strategies. By pinpointing impactful HRM practices, it aids decision-making in HR management, assisting organizations in maximizing competitiveness and market share. The research adds to the theoretical understanding of the HRM-market share-competitiveness nexus. It also utilizes a conditional process analysis model, unraveling intricate relationships among strategic HRM practices, market share, and competitiveness. This model unveils crucial insights into underlying mechanisms and conditional effects, elucidating the specific pathways through which HRM practices shape organizational competitiveness. Ultimately, the research emphasizes the pivotal role of strategic HRM practices in augmenting organizational competitiveness, offering practical recommendations tailored for private banks in Gurage Zone to refine their HRM practices and gain a competitive edge.

Key Terms: - Conditional Process Analysis, Gurage Zone, Market Share, Organizational Competitiveness, Strategic Human Resources Management Practices

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

Strategic human resource management (SHRM) is a process of managing human resources in order to achieve long-term organizational objectives (Danlami Sani, 2012). It is a process that seeks to develop and use a company's most valuable asset, its people, to achieve competitive advantages in the marketplace. SHRM practices are activities such as talent management, recruitment, reward and recognition systems, development, succession planning, and diversity and inclusion efforts. The most important aspect of SHRM is the alignment of a company's human resources strategy with its corporate strategy (Chang & Huang, 2005).

The role of Human Resources Management (HRM) in organizational competitiveness has been increasingly recognized in recent years, with a growing body of literature emphasizing the importance of HRM practices in achieving and maintaining a competitive advantage (Boxall, 2014). In particular, Strategic HRM practices, defined as the HRM policies and practices that are aligned with the overall strategy and goals of an organization, have been found to play a significant role in enhancing organizational competitiveness (Boxall, 2014).

Market share, defined as the proportion of a market's sales captured by a company, is widely accepted as an indicator of organizational competitiveness (Bhattacharya et al., 2022). Market share reflects the relative strength of an organization compared to its competitors and is therefore an appropriate measure of competitiveness. The use of market share as a conditional process analysis in this research allowed for an assessment of the impact of HRM practices on organizational competitiveness.

Despite the recognition of the importance of HRM practices in organizational competitiveness, there is still a lack of empirical evidence to support the relationship between HRM practices and organizational competitiveness (Boxall, 2014). Additionally, the role of HRM practices as a mediating factor in this relationship has not been well-established in the literature (Delery & Doty, 1996). This study aims to fill this gap in the literature by examining the effect of strategic HRM practices on organizational competitiveness through the use of market share as a conditional process analysis.

Recent literature has emphasized the importance of strategic HRM practices in enhancing organizational competitiveness (Boxall, 2014). In particular, studies have found that the alignment of HRM practices with the overall strategy and goals of an organization is positively related to organizational competitiveness (Boxall, 2014). However, the literature has mainly

focused on specific HRM practices, such as human resource planning, recruitment and selection, training and development, and performance management, and has not fully explored the impact of the integration and alignment of HRM practices on organizational competitiveness (Boxall, 2014).

Organizational competitiveness is defined as the ability of an organization to succeed in the marketplace through the use of its employees, physical assets, and business strategies (Delery & Roumpi, 2017). Organizations with higher levels of competitiveness will have a greater market share, higher revenues, and more profitable products/services. This research focused on how SHRM practices, such as employee recognition and reward programs, can enhance an organization's ability to compete. Market share was used as the conditional process measure to assess the effect of SHRM on organizational competitiveness.

The concept of SHRM has evolved over the last two decades, due to the changing nature of the contemporary workforce. Organizations are recognizing the need to invest in their employees in order to remain competitive (Deloitte, n.d.). The importance of employee motivation and satisfaction are becoming increasingly relevant factors of success and organizations are investing in strategies that will ensure engagement, recognition and reward for their workers. SHRM is an essential part of any organization's strategy and is becoming a more prominent field of research.

In order to understand the effect of SHRM on organizational competitiveness, a conditional process analysis was employed in this research. This research seek to analyze the relationship between SHRM practices and market share, as the conditional process measure, for selected banks in Gurage Zone. The research focused on how SHRM initiatives can be used to increase an organization's market share and thus increase its competitiveness in the marketplace.

This research will add to the existing literature by providing new insights into the effects of SHRM on an organization's competitiveness. It attempted to answer questions such as which SHRM practices are the most effective in increasing an organization's market share, and if there are differences between the SHRM practices of high performing organizations and those of low performing organizations. In addition, the research examined how the SHRM practices of one organization can affect the market share of other organizations in the banking industry.

1.2. Statement of Problem

The research topic on "The effect of Strategic Human Resources Management Practices on Organizational Competitiveness: An Application of Market Share as Conditional Process Analysis, the case of selected private banks in Gurage Zone" presents a good platform for

research. Human resource strategies and practices have become significant in recent years, making it imperative to understand their impact on the competitiveness of organizations. This can be examined through market share as a conditional process analysis.

The current business environment differs significantly from the past traditional model in terms of complexity and competition. The development of technology and changes in the global markets have made it imperative for organizations to adopt strategic human resource management policies and practices to remain competitive (Wright & Mcmahan, 1992). Hence, the need to research the relationship between strategic human resource management practices and organizational competitiveness has become more important.

Organizational competitiveness is an important factor determining the success of any organization (Roman et al., 2012). As the strategic decisions and practices of organizations affect their competitiveness, it is essential to analyze their effect. Market share or market share ownership is used to determine the level of competitiveness of organizations (Roman et al., 2012). Market share is a factor that indicates the relative size of a company as compared to other firms operating in the market. It is important to understand how strategic human resource management policies and practices affect the level of market share ownership and, therefore, the level of competitiveness of organizations.

Before the analysis of overall organizational competitiveness is carried out, it is essential to analyze the level of organizational competitiveness of selected private banks in Gurage Zone. The development of these banks and the scope of services they offer makes the analysis of their organizational competitiveness essential. Private banks are essential to the economy of Gurage Zone and understanding the level of competitiveness of these banks is therefore important.

Despite numerous academic studies that have investigated the effect of Strategic Human Resources Management (SHRM) practices on organizational performance, few have sought to "examine how the effectiveness of SHRM practices can be improved and precisely measure their contribution to outcome-based results (Kelliher & Parry, 2011). Moreover, contextual factors in low and middle-income countries, such as strong leadership, culture, expectations and values, can have an impact on the effectiveness of SHRM practices (Obeidat et al., 2014). Therefore, there is a gap in understanding how SHRM strategies in Low and Middle-Income Countries (LMICs) can improve overall organizational performance, in particular data driven measures such as market share (Bhattacharya et al., 2022).

The proposed research seeks to address this gap by examining the impact of SHRM practices on market share as an outcome measure of organizational performance in the context of Gurage

Zone. This involved analysis of the “conditional process of market share” in the selection of private banks in Gurage Zone. Conducting research in this context not only provided an insight into the impact of SHRM practices on organizational performance, but also highlight the need for contextual adaptation of SHRM practices to maximize performance effectiveness.

Furthermore, this research also seeks to address the gap in empirical evidence examining the interplay between contextual factors in LMICs, market share, competitiveness and values, and SHRM practices. With the growing competitive landscape between local and international companies, understanding how contextual factors in LMICs shape SHRM practices and influence overall performance is imperative for organizations to remain competitive. This research not only provided more insight into the interplay between contextual factors, SHRM practices and market share, but also provided valuable data for decision makers in the Human Resource field.

Therefore, the research seeks to bridge this gap by exploring the relationship between SHRM practices and market share in the context of Gurage Zone, by analyzing the conditional process of SHRM practices in private banks. The study aims to provide empirical evidence to understand the effect of SHRM practices on market share, and identify the role of contextual factors in the implementation of SHRM practices.

This research analyzed the effect of Strategic Human Resources Management Practices on Organizational Competitiveness as measured by Market Share: A Conditional Process Analysis of selected private banks in Gurage Zone.

1.3. Research Questions

The research problem can be stated as:

- What is the relationship between strategic human resources management practices and market share of private banks in the Gurage Zone?
- To what extent do strategic human resources management practices impact the competitiveness of private banks in the Gurage Zone?
- How does the mediating role of internal HR factors (such as employee satisfaction, retention and motivation) affect the relationship between strategic human resources management practices and market share of private banks in the Gurage Zone?

1.4. Objective of study

1.4.1. General Objective

The general objective of the research is to examine the effect of strategic human resources management practices on organizational competitiveness in the context of private banks in Gurage Zone, using market share as a measure of competitiveness and conditional process analysis as the method of analysis.

1.4.2. Specific Objectives

Specifically, the objectives of the study are:

- To assess the relationship between strategic human resources management practices and market share of private banks in Gurage Zone.
- To determine the extent to which strategic human resources management practices have an impact on the competitiveness of private banks in the Gurage Zone.
- To evaluate the mediating role of internal HR factors (such as employee satisfaction, retention and motivation) on the relationship between strategic human resources management practices and market share of private banks in the Gurage Zone.

1.5. Scope of the study

The study's scope was limited to evaluating 17 banks within the sector across a span of ten years. This decision stemmed from two key reasons. Firstly, in the Ethiopian context, commercial banks notably dominate the financial sector. Secondly, Strategic Human Resource Management (SHRM) operates within a strategic framework, aligning with long-term business objectives. It centers on enduring resourcing concerns in relation to an organization's goals and the evolving nature of work, integrating them into the broader business strategy (Obeidat et al., 2014).

The study concentrated on human resource initiatives geared toward long-term objectives, specifically examining their role in bolstering competitive advantages for banks. Rather than internal HR matters, the emphasis was on addressing and resolving issues impacting the long-term efficacy of people management programs. A strategic human resource manager's primary focus includes identifying pivotal HR areas where long-term strategies can be implemented to enhance overall employee motivation and productivity, thereby elevating competitiveness.

1.6. Limitation of the Study

Time Constraints: One of the limitations of this study was the time constraint imposed on the research process. Conducting a comprehensive investigation into the relationship between strategic human resource management (SHRM), competitiveness, and market share requires

significant time and resources. The time frame allocated for data collection and analysis may have limited the depth and breadth of the study. Future research endeavors in this area should consider allocating sufficient time to gather more extensive and diverse data to strengthen the validity and generalizability of the findings.

Budgetary Limitations: Another limitation pertains to budgetary constraints, which affected the scope of the study. The availability of financial resources plays a crucial role in the ability to conduct large-scale research, such as data collection from a wider range of organizations or implementing more sophisticated analysis techniques. The limited budget in this study may have restricted the sample size or prevented the exploration of additional variables that could have provided further insights into the relationships examined. To overcome this limitation, future studies could secure adequate funding to expand the research scope, allowing for a more comprehensive examination of the topic.

Collecting data from bank employees can be challenging due to their busy schedules and workload. The nature of the banking industry often involves demanding work hours and responsibilities, making it difficult to allocate time for survey participation or interviews. This limitation may have affected the sample size or response rate, potentially leading to incomplete data or a narrower perspective on the research topic. Future studies could consider implementing strategies to mitigate this limitation, such as providing flexible data collection methods or involving multiple data collection points to accommodate the availability and participation of busy bank employees.

1.7. Significance of the Study

The study on the effect of strategic human resources management (HRM) practices on organizational competitiveness is of great significance to both practitioners and researchers. The findings of this study will provide valuable insights into the role of HRM in enhancing organizational competitiveness and the specific HRM practices that are most effective in achieving this goal.

For practitioners, the results of this study will provide practical implications for managing human resources in organizations. By understanding the relationship between strategic HRM practices and organizational competitiveness, practitioners can implement effective HRM strategies to enhance organizational competitiveness and market share. The results of this study will also provide guidance for organizations on the HRM practices that are most effective in enhancing organizational competitiveness and market share, which can help organizations make informed decisions on human resources management.

For researchers, the study will contribute to the existing literature by providing empirical evidence on the relationship between strategic HRM practices and organizational competitiveness, as well as the impact of HRM practices on market share as a measure of organizational competitiveness. Additionally, the study will contribute to the understanding of the mediating role of HRM practices in the relationship between market share and organizational competitiveness.

The study will also be of significance to the selected private banks in the Gurage zone. The findings of this study will provide the banks with valuable insights into the effectiveness of their HRM practices in enhancing organizational competitiveness and market share. The results of this study will also provide the banks with practical recommendations for improving their HRM practices, which can help the banks achieve a competitive advantage in the market.

1.8. Organization of the Paper

This research paper is organized as follows:

Introduction: This section provides a brief overview of the research paper and its objectives. Literature Review: This section will provide an in-depth review of the existing literature on the effect of strategic HRM practices on organizational competitiveness and market share, as well as the relationship between HRM practices and organizational competitiveness. Theoretical Framework: This section presents a theoretical framework that outlines the relationship between strategic HRM practices, organizational competitiveness, as well as the mediating role of market share in this relationship. Research Methodology: This section provide an overview of the research design, data collection methods, and statistical techniques that was used to analyze the data. Chapter Four focuses on data analysis and presentation, where the collected data is prepared, analyzed using appropriate statistical techniques, and presented in a comprehensive manner. Chapter Five serves as the conclusion and recommendation section, summarizing the research findings, drawing conclusions based on the results, discussing the contributions to knowledge, and providing recommendations for future research and implications for practice.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter describes available literature in the topic. It comprises historical background of HRM, models, forms, perspectives, practices, conceptual frameworks and analysis of previous studies that have been done by other scholars in the area.

2.1. History of SHRM

As the 20th century drew to a close, the managerial ideology underpinning the personnel function underwent significant transformations. Throughout the past century, paradigms like the scientific approach and human relations approach emerged, influencing practices before eventually fading (Huselid, 1995).

Preceding World War II, the personnel function primarily served as a custodial role, mainly concerned with maintaining employee records. The prevailing management approach was the "Scientific approach," focused on maximizing employee productivity through methods like piece rate systems. Due to limited government involvement in employment relations, instances of employee exploitation, including child labor and hazardous work environments, were prevalent, prompting some employers to establish labor welfare and administrative departments (Huselid, 1995).

In the post-World War II era (1945-1960), the human relations movement gained prominence, emphasizing that employee motivation stemmed not solely from financial incentives but also from social and psychological factors such as acknowledgment of job accomplishments and workplace norms. This period witnessed the evolution of concepts like job descriptions, the rise of trade unions, and the development of employment laws. Personnel departments began diversifying into specialized divisions like recruitment, labor relations, training, benefits administration, and increasingly factored in government regulations and decisions (Huselid, 1995).

Social issues era (1963-1980) - This period witnessed an unprecedented increase in the amount of labor legislation that governed various parts of the employment relationship, such as prohibition of discriminatory practices, occupational health and safety, retirement benefits and tax regulation. It was about this time that personnel departments were beginning to be called Human Resource Department and the field of human resource management was born. The increasing need to be in compliance with numerous employee protection legislations made senior managers aware of the importance of the HRM functions. The personnel function transformed into a “protector” rather than a “caretaker” function.

Cost Effective Era (1980 to the Early1990s) - The increased administrative burden intensified the need to fulfill a growing number of legislative requirements, while the overall functional focus shifted from employee administration to employee development and involvement. In addition, there was a growing realization within management that people costs were a very significant part of their budgets. Some companies estimated that personnel costs were as high as 80% of their operating costs (Huselid, 1995).

Emergence of Strategic HRM (1990 to present) - The economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs particularly Internet – enabled web services) and hyper competition. Business process reengineering exercises became more common and frequent with several initiatives, such as right sizing of employee numbers, reducing the layers of management, outsourcing etc. Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because unlike other resources, intellectual capital is difficult to imitate by competitors. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent. With the growing importance and recognition of people and people management in contemporary organizations, Strategic HRM (SHRM) has become critically important in management thinking and practice. SHRM derives its theoretical significance from the resource-based view of the firm that treats Human Capital as a strategic asset and a competitive advantage in improving organizational performance (Huselid, 1995).

2.2. Understanding SHRM

Because this section has been devoted to HRM definition, it is logical to start with the Definitions given by the founding fathers of the human resource management school, namely Becker (2012). Beer et al. (1984) defined HRM as involving all those management decisions and actions that affect the nature of the relationship between the organization and the employee. Important to note about this definition is the inclusion of the phrase "action'. This has made Beer and his colleagues the first to declare that conducting effective HRM practices is the responsibility of line managers (Brockner et al., 2006).

A particular definition of HRM which this study has found very interesting, is the one provided by Robinson (2009) when he defined HRM as "those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage". This definition of HRM is interesting because it encompasses the main parts involved in the

relationship between HRM practices and aspects of organizational performance. We can see that this definition stipulates the availability of HRM practices, performance standards or strategies, and a way of linking the two issues together in order to have these combinations work. To give further elaboration on the comprehensiveness and clarity of this definition, hospital management, for instance, can develop and implement comprehensive HRM practices but it cannot claim that organizational performance will improve without having performance strategies or standards established and an approach to manage these two issues together.

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

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

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

The differences in the interpretation of HRM have created two different schools of thought: soft and hard variants of HRM. Soft and hard HRM are also often defined as two main models of HRM. Soft HRM focuses on employee training, development, commitment and participation. It is used to define HR functions aimed to develop motivation, quality and commitment of employees; hard HRM, on the other hand, concentrates mostly on strategy where human resources are used to achieve organizational goals. It is also associated with cost control and head count strategies, especially in business processes like downsizing, lowering the wages, shortening comfort breaks, etc. (Brockner et al., 2006).

2.3. SHRM Models

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

- The Harvard Business School HRM Model;
- The Michigan Business School HRM Model; and
- The Best Practice HRM Model

2.3.1. The Harvard Business School HRM Model

The Harvard school suggested that HRM had two characteristic features-

- Line Managers accept more responsibility for ensuring the alignment of competitive strategy and personal policies
- Personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them.

It emphasizes on the importance of proper management of the human assets of an organization to promote harmony and hence promote the output. The Harvard model of HRM sees employees as resources. With respect to how these HRM models view the management of human resources in organizational, each has its own view. Starting with the Harvard Business School Model and the Michigan Business School Model, the core theme of the first is to use the talents of employees to enhance aspects of organizational performance. The latter uses employees to achieve organizational goals. There is a significant difference between the two views. For example, the Harvard Business School Model stresses the human aspect of human resource Management while the Michigan Business School is considered as instrumental in the implementation of organizational performance. Thus, the Harvard Business School Model is widely recognized as drawing its academic lineage from the school of human relations while the Michigan Business School Model seems to follow the line of the Scientific Management School and other approaches which ignore the importance of questions about culture and non-economic factors in the management of human resources Pfeffer (1998). He pointed out that,

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

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

2.4. SHRM Forms

European SHRM management thinkers, particularly in the UK, have focused more on the contrast between “soft" and "hard" forms or versions of SHRM. As Truss et al., who conducted

eight in-depth case studies in the UK, suggested, "Two of the most widely adopted models of human resource management are the hard and soft versions. These are based on opposing views of human nature and managerial control strategies. The soft model emphasizes individuals and their self-direction and places commitment, trust, and self-regulated behavior at the center of any strategic approach to people. In contrast, the hard model stresses the rationalism of strategic fit and places emphasis on performance management and an instrumental approach to the management of individuals. The hard model is based on notions of tight strategic control while the soft model is based on control through commitment. A thorough examination of the definitions of these two forms of SHRM indicates that the former is similar to the view of the Harvard Business School Model while the latter resembles that of the Michigan Business School Model; both have been defined in the previous section. This section and the previous one reveal that there are two distinct SHRM models, each of which consists of a number of views which have been used to categorize approaches to managing people according to developmental-humanist or utilitarian- instrumentalist principles. The Harvard Business School Model and the soft version of SHRM are represented by the former approach, namely the developmental-humanist

Principle while the Michigan Business School Model and the hard version of SHRM are represented by the latter approach, the utilitarian-instrumentalist principle. Although these two views, which have been used to categorize approaches to the management of human resources, are clear in the literature, it is not easy in practice to identify either form of SHRM. Truss et al. reported, 'We found that no pure examples of either form existed". This may be due to the fact that organizations pursuing certain strategies tend to adopt SHRM practices, whether they are based on the developmental-humanist principle or the utilitarian-instrumentalist principle, conducive to achieve such strategies.

Guest (1992) in their definition of soft- hard models of SHRM view the key distinction as being whether the emphasis is placed on the human or the resource. Soft SHRM is associated with the human relations movement, the utilization of individual talents and McGregor's Theory Y perspective on individuals (developmental-humanism). This has been equated with the concept of a "high commitment work system", "which is aimed at eliciting a commitment so that behavior is primarily self-regulated rather than controlled by sanctions and pressures external to the individual and relations within the organizations are based on high level of trust. Soft HRM is also associated with the goals of flexibility and adaptability (which themselves are problematic), and implies that communication plays a central role in management.

Hard HRM ,on the other hand, stresses „the quantitative , calculative and business-strategic aspects of managing the "headcount resource" in as "rational" a way as for any other factor of production" (utilitarian –instrumentalism). Hard SHRM focuses on the importance of strategic fit , where human resource policies and practices are closely linked to the strategic objectives of the organization (external fit) and are coherent among themselves (internal fit) with the ultimate aim being increased competitive advantage.

2.5. SHRM Perspectives

Despite the growing body of empirical SHRM research and theory development the field has been criticized for lacking a solid theoretical foundation. David Guest, a researcher has called not only for a theory about SHRM but one for performance as well as one for how the two issues are linked in order to gain a clear understanding of the impact of SHRM on organizational performance. David Guest in 2001 reported, 'Unless we can develop our own more precise theory, there is a risk (or the promise) that the field was colonized by economists as industry increasingly recognizes the value of human resources and social assets we can expect a significant stimulus to SHRM theory coming from economy theory'. In an extensive review of the literature, Delery & Doty (2012) identified three categories of researchers and the perspectives that they have adopted in theorizing SHRM. They tagged the first group of researchers "Universalists", the second one as "Contingency" and the third as "Configurational". Guest has named these modes as descriptive, strategic and normative theories of SHRM respectively.

Delery & Doty (2012) tagged the first group of researchers `universalists' largely because of their interest in identifying `best practice' SHRM policies. They note that "these researchers posit that some human resource practices are always better than others and that all organizations should adopt these best practices." Through this approach, researchers interested in exploring the relationship between SHRM practices and organizational performance indicators, have to map the field and capture and classify the reality of both issues. They argued that greater use of SHRM practices (e.g., employment security, promotion from within, and training and development) results in higher productivity and profit across organizations. Similarly, Osterman (2012) argued that a number of SHRM practices (e.g., teams job rotation, quality circle, and total quality management) result in organizational performance improvements. Thus, the assumption is that the adoption of certain SHRM policies is likely to result in increased organizational performance.

The second strand of theorizing identified by Delery & Doty (2012) comprises those researchers adopting a contingency approach. In keeping with the early foundation of the contingency perspective within organizational theory, these researchers argue that the success of SHRM policies is contingent upon the achievement of a match between human resource policies and other aspects of the organization. For example, researchers adopting this perspective have demonstrated that different human resource policies may be required at different stages in an organization's life cycle. This group has argued that key environmental factors influence the effectiveness of SHRM practices. Thus, a fit between these environmental factors and SHRM practices, this group argued, has to take place so organizations can improve aspects of organizational performance.

Some of the best-known research in this category was conducted by Hendry and Pettigrew. Their main concern was to identify key environmental influences on SHRM. They treated SHRM practices as the dependent variable while the environmental context was treated as the independent variable. Thus, their immediate aim was to find out the extent to which HRM practices fit the context. Their ultimate aim, therefore, was to explore whether a good fit was associated with a good organizational performance. They identified a third group of HRM theorists as adopting a "Configurational" approach. They noted that this approach is more complex and consists of researchers who seek to identify configurations, or unique patterns of factors, that are posited to be maximally effective. This category of researchers are also said to approach their subject from a more theoretical perspective and many of the phenomena they identify may not necessarily be empirically observable.

This group of researchers argues that there are specific SHRM practices (e. g., promotion from within, information sharing, decentralization, and coherent employee relations) which have characterized organizations that are especially effective in achieving improvements in aspects of organizational performance. Thus, Configurational theorists have argued that, in order to achieve improvements in aspects of performance, an organization must develop an SHRM system that achieves both horizontal and vertical fit. The former fit refers to the internal consistency of the organization's SHRM policies and practices while the latter fit refers to the congruence of the SHRM system with other organizational characteristics, such as total quality strategy.

A consistent theme in all three theoretical perspectives of SHRM is the assumption that SHRM is linked to organizational performance. However, while the literature is rich with claims that both SHRM are linked to performance, there is little empirical evaluation of this and the

theoretical foundations upon which these links are based have been described as inadequate. Accordingly, a better understanding of the role of the implementation of human resources management in creating and sustaining organizational performance and competitive advantage should be achieved through further theoretical development and empirical evidence.

2.6. SHRM Practices

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

2.6.1. Recruitment and Selection Practices

"Recruitment is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings (Kelliher & Parry, 2011). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Kelliher & Parry, 2011). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations' success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the impact in their organization. There is no doubt; hiring mistakes are quite costly to the organizations, regardless of the size of the organization. Hiring mistakes cause disruption in the workplace. People who do not perform up to desired standard cause a drain on other staff resources, making that staff far less productive, costing real dollars. In addition, management must devote time to attempt corrective actions. This takes away time from other duties for managers.

To sustain the high level of competitive advantage a firm requires talented and skilled workers Huselid (1995). He has found that organizational productivity and high performance depends on the selection of the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring a manager and employees, and the creation of the right culture for organizational growth. Selection is the process of choosing a candidate from a group

of applicants who best meets the selection criteria for a particular position. In this process the right person chosen for the requisite qualifications and knowledge is placed in the appropriate job position to decrease the costs and maximum the profits by means of their merit and talent. He also identified that there is a positive and significant relationship among human resource management practices and staffing (recruitment source, pre-selection test, IQ test, structured interview and biographical information blank of the organization) for improving financial or profit performance. As a result, organizations are encouraged to attract qualified candidate for survival and growth thus for improving financial or profit performance.

2.6.2. Training and Development Practices

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

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

Development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization. To be effective, training and management development programs need to take into account that employees are adult learners theory of adult learning or “Andragogy” is based on five ideas; that adults need to know why they are learning something, adults need to be self-directed, adults bring more work-related experiences into the learning situation, adults enter into a learning experience with a problem-centered approach to learning, and adults are motivated to learn by both extrinsic and intrinsic motivators. Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work. At different stages of their careers, employees need different kinds of training and different kinds of development experiences (Shyamala et al., 2022).

Investing in human resources through training and management development improves individual employee capabilities and organizational capabilities. But investing in people is not the same as investing in equipment or machinery. When an organization invests in new computers, for example, the cost can be depreciated over multiple years; but when an organization invests in management development, it is a cost for that year and cannot be depreciated. So from an accounting point of view, dollar for dollar, it is better to invest in the equipment that employees use than it is to invest in the employees using that equipment. If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be some benefit to the organizations (Shyamala et al., 2022).

Categories of training are as follows; On the job training, takes place in a normal working situation using the actual tools, equipment, documents or materials that trainees will use when fully trained, and off the job training takes place away from the normal work situations implying that the employee does not count as a directly productive worker while such training is taking place. On the job training has the advantage that it allows people to get away from work and concentrate thoroughly on the training itself. This type of training has proven more effective inculcating concepts and ideas (Shyamala et al., 2022).

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

2.6.3. Performance Management Practices

Effective performance management system enables the organization to objectively and systemically rate employee performance while providing tool necessary to take that performance level and equate it to compensation actions. The core of any organization is its staff. How effectively organization maintains a quality of employees is linked to its ability to manage its staff and recognize the contribution of each player. Employees have always expressed the desire for open feedback regarding their performance. More and more companies embracing the pay for the pay concept and it’s the compensation. A well-executed performance plan enables the organization to achieve critical goals. Performance critical goals are as follows; recognize the efforts and contribution of the current staff, reward staff with compensation directly linked to performance, motivate staff and improve performance, orient

staff toward goal achievement retain key employees through the use of competitive compensation program, and to attract quality employees with effective performance management system (Kelliher & Parry, 2011).

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

The performance evaluation is conducted between employee and his or her supervisor, in which the supervisor evaluates the performance of the employee. The supervisor provides the feedback to the employee regarding his or her performance and areas of concern. The evaluated performance during the evaluation was used to justifying personnel actions relative to promotion, transfer, and salary adjustments. It is the intent of the organization to make salary increases and related personnel actions based on an employee's evaluated performance in his or her assigned position, and the individual's overall contribution. Performance evaluations are to be conducted at the completion of the introductory period, on an as needed basis during the year, and no less than two times every year. It is intended that this should provide adequate feedback, allows for corrective action, and substantiate salary increases and related personnel actions (Kelliher & Parry, 2011).

The prime consideration in the performance appraisal system is enhancement in overall performance. The process is expected to enhance the development of meaningful communication between the employee and his or her supervisor, which in turn should lead to such improvement in the employee's overall performance. Pay for performance salary programs which provide small increases to most employees based on changes in the labor market, but with large meaningful increases granted to a limited number of exceptional employees. Increases are based on realistic performance evaluations with some employees not receiving any increase. It is an increase tied to productivity and results, rather than length of service; it improves employee's communications and teamwork, and also provides greater job

satisfaction. However, it requires considerable effort to install and monitor with an accurate and well accepted performance evaluation system (Kelliher & Parry, 2011).

2.6.4. Reward and Compensation Practices

Reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed Lawler et al., (1992). One of important attributes of work organization is the ability to give reward to their members. Pay, promotions, fringe benefits, and status symbols are perhaps the 25 most important rewards. Because these rewards are important, the ways they are distributed have a profound effect on the quality of work life as well as on the effectiveness of organization. Organization typically rely to do four things namely; Motivate employees to perform effectively, motivate employee to join the organization, Motivate employee to come to work, and Motivate individuals by indicating their position in the organization structure. There are several principles for setting up an effective reward system in an organization; Give value to reward system, employees must have preference for the type of rewards being offered, many employees prefer cash reward and plaques. Some employees like to see their name in company newsletter, others like the public recognition surrounding award ceremony, make the reward system simple to understand, and elaborate procedures for evaluating performance, filling out forms, and review by several levels of management lead to conclusion (Nemli Çalişkan, 2010). The system must be easy to understand if it is to be used effectively. Lay down performance standards with the control of the team. Make the reward system fair and effective. Ensure participation in the reward system. Involve people in the reward process and empower them to do the needful. Most organizations use different types of rewards. Examples of recognitions and rewards include money, plaques, trophies, certificates citations, public recognition, official prerequisites, special assignments, parties or celebrations or other meaningful celebrations. The most common are wages or salary, incentive systems, benefits and prerequisites, and awards. For majority of people, the most important rewards for work is the pay they receive. For one thing an effectively planned and administered pay system can improve motivation and performance. Money may not actually motivate people. Surprisingly, there is no clear evidence that increased earning will necessarily lead to higher performance (Nemli Çalişkan, 2010).

The objectives of employee benefits are; get increase the commitment of employees to the organization, to demonstrate that the organization cares for the needs of its employees and to meet the personal security and personal needs of the employees. Also to ensure, that the benefits are cost-effective in terms of commitment, and improvement in retention rate. Benefits

represent a large share of total compensation and therefore, have a great potential to influence the employee, unit, and organizational outcome variables. The empirical literature indicates that benefits do indeed have effect on employee attitude, retention, and perhaps job choice. Statutory and Voluntary Benefits are given to the employees by the organization regardless of whether it wants to or not for example, social security benefits, insurance, provident fund. Voluntary benefits as provided by organization are vacations, holydays, special leave, sick leave, health insurance, educational assistance, and employee discounts.

Financial reward systems are designed to provide direct motivation, do this and you will get that. Financial rewards provide a tangible form of recognition and can therefore serve as indirect motivators, as long as people expect that further achievement will produce worthwhile results. It aims to motivate people to achieve their objectives, improve their performance on enhance their competence or skills by focusing on specific priorities and targets. Financial rewards provide financial recognition to employees for their achievement in the shape of attaining or exceeding their performance targets or reaching the level of competence skill. Achievement bonus, team based lump sum payment are examples of financial rewards. A shop floor payment-by-result scheme or sales representative's commissions are examples of financial incentive.

2.6.5. Employee Relations Strategies

The employment relationship is referred as an economic, social and political relationship in which employees provide manual and mental labor in exchange for rewards by employers (Nemli Çalişkan, 2010). Due to increased global competition over the last three decades, organizations have emphasized on labor efficiency and cost control. This has called for effective employee relations strategies that enable the employees to dedicate their energy to the achievement of organizational goals. The term employee relation has been used synonymously with industrial relations and employment relations. According to him, Industrial Relations are associated with the declining "Smokestack" industries and blue-collar workers and the accompanying emphasis upon Collective Bargaining Agreements between employers and Trade Unions (Ologunde et al., 2015a).

Employee Relations suggests a wider employment canvas being covered with equal importance attached to non-union employment arrangements and white-collar jobs. It is concerned with the social economic relationship that forms and revolves around a contract between the parties to perform work in return for employment benefits such as remuneration (Ologunde et al., 2015a). The emphasis on both employee relations and industrial relations is on participation,

process and practices (Sorab, 2006). Employee relation shows the existence of a psychological contract that is different from any other relationships. There is a non-formalized kind of contract which is based on what each party expects from the other and is different from the normal written and legal expectations of the parties from each other. He argues that the socio-political relations around employment are not static hence it is important to consider the future of the bipartite and/or tripartite employment systems context for determining the employment relations outcomes.

Firms actively seek good employee relations whether or not they are bound by union contacts. Proactive steps in anticipation of employee needs and expectations are therefore characteristic of strategic managers. Organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work. Employee satisfaction is related to customer satisfaction.

Managers believe that productivity is linked to loyalty and to appreciation of manager's interests in employee welfare. There are many national characteristics that influence the way in which firms are organized and managed, for example, as put forward by Porter; attitudes towards authority, norms of interpersonal relationships, social norms of individual or group behavior, and professional standards. Porter places special emphasis on labor management relationships because he believes they are central to the ability of the firm to improve and innovate (Willard et al., n.d.)

Employee participation involves direct participation of employees and also trade union representation. According to Lewis (2003) the direct part personally involves employees directly in decisions that go beyond their immediate work tasks. Employee involvement is based on the fact that participation in goal setting has been found to be related to the acceptance and subsequent commitment to the established goals, leading to favorable outcomes in terms of performance and attitudes. Empowerment is the act of allowing an individual or team the right and flexibility to make decisions and initiate action (Willard et al., n.d.). Training, self-managed work groups, eliminating whole levels of management in organizations and aggressive use of automation are some of the ways and ramifications of this fundamental change in the way business organizations function. Employees work not because of desire to serve the community or fulfill personal ambitions but because of economic necessity. Hence there is a need for managers to devise strategies of making them do what the employer wants them to do. This requires a good understanding of the employee needs.

Lewis et al (2003) advocates a managerial policy where employees and employers share goals and agree on the means to achieve them. This he believes will elicit employee's commitment which in turn will yield both better economic performance and greater human development. Managers should give employees responsible autonomy. This involves giving employees the opportunity to have control over their own work situations in a manner that benefits the organization. Managers give employees status, authority and responsibility. This is based on the assumptions that employees are responsible people who seek responsibility and are creative. This helps to win employees loyalty and attempts to get employees to adopt the organizational goals. According to him, direct control has declined with the realization by employers that greater productivity can be achieved using a strategy of responsible autonomy (Obeidat et al., 2014). Related to employee relations is employee communication which helps in communicating the strategies of the organization to all the employees. Effective communication makes sure people have the information they need and is the foundation for any good relationship. Being honest and open with employees is especially important at a time when they may be dealing with serious concerns outside of the office.

2.6.6. Integration of SHRM with Corporate Strategies

Integration of SHRM refers to the involvement of SHRM in the formulation and implementation of organizational strategies and the alignment of SHRM with the strategic needs of an organization (Chaddie, 2001). He argues that in order for HR to be a strategic partner, HR managers should be involved in strategic decision making alongside with other senior managers, providing greater opportunity to align HR goals, strategies, philosophies and practices with corporate objectives and the implementation of business strategy. This involvement would include the membership of HR managers in the most senior management teams in the organization. This would provide an opportunity for SHRM to represent its concerns and influence business strategy from the outset of decision making. The chances of integration and value creation may be further increased if the senior HR manager and the CEO have an opportunity to establish a relationship. In this role, HR managers need to have knowledge of core markets, competitors, costs, profit indicators and stakeholders to be considered equal business partners.

The involvement of a senior HR manager in a firm‘s senior management team provides an important channel for interactive information flow and communication. To achieve strategic integration and alignment of SHRM with business strategies, a documented SHRM strategy would also be useful as it can make more concrete the role and authority of HR managers in

corporate decision making and increase capacity to cope with externalities such as a tight labor market (Deborah, 1995). A documented SHRM strategy helps the organization to develop an SHRM vision and objectives and to monitor performance. Some empirical evidence from previous research indicates that the full impact of HR practices on employee performance occurs when HR practices are strategically congruent and consistent with each other (Khatri et al., 2002).

2.7. SHRM Vs Organizational Competitiveness

SHRM refers to the integration of HR strategies and practices into an organization's overall business strategy in order to achieve its goals and objectives. It involves considering the organization's current and future workforce needs and aligning HR practices accordingly. SHRM is seen as a key driver of organizational competitiveness because it helps organizations to effectively manage their human capital, which is widely recognized as a key source of sustained competitive advantage (Wright & Mcmahan, 1992).

Studies have shown that organizations that adopt SHRM practices are more likely to have a competitive advantage compared to those that do not (*Barney1991*, n.d.). This is because SHRM helps organizations to attract and retain talented employees, foster a positive work environment, and improve employee engagement, all of which can contribute to improved organizational performance.

One important aspect of SHRM is the development of HR policies and practices that support the organization's mission and goals. For example, a company focused on innovation might develop HR policies that encourage employees to pursue new ideas and take calculated risks, while a company focused on cost control might develop policies that emphasize cost-saving measures. By aligning HR practices with organizational goals, SHRM helps organizations to effectively manage their human capital and achieve their strategic objectives.

Another key aspect of SHRM is employee development and training. By investing in the development of their employees, organizations can improve employee skills and capabilities, which in turn can lead to improved performance and increased competitiveness. For example, organizations that provide training and development opportunities for their employees are more likely to have employees who are able to adapt to new challenges and technologies, which is essential for success in today's rapidly changing business environment (Delery & Doty, 1996).

The relationship between SHRM and organizational competitiveness can also be seen in the role that HR practices play in attracting and retaining top talent. Organizations that adopt SHRM practices are more likely to have a competitive advantage in the talent market because

they are able to attract and retain employees who are the best fit for their organization and its goals. For example, organizations that offer competitive compensation packages, flexible work arrangements, and opportunities for career advancement are more likely to attract and retain top talent, which in turn can lead to improved organizational performance and competitiveness (Wright & Mcmahan, 1992).

In conclusion, the relationship between SHRM and organizational competitiveness is well established in the literature. By integrating HR strategies and practices into its overall business strategy, organizations can improve their ability to manage their human capital, foster a positive work environment, and attract and retain top talent, all of which can contribute to improved organizational performance and competitiveness.

2.8. SHRM vs Market Share

Strategic human resource management (SHRM) is a comprehensive approach to the management of an organization's human capital that aligns HR policies and practices with the organization's overall business strategy. The goal of SHRM is to create a work environment that supports the organization's mission and objectives, while also attracting, retaining, and developing the talent necessary to achieve its goals and improve its competitiveness.

The relationship between SHRM and organizational competitiveness has been extensively studied in the literature, and the results have consistently shown that organizations that adopt SHRM practices are more likely to have a competitive advantage compared to those that do not. This is because SHRM helps organizations to effectively manage their human capital, which is widely recognized as a key source of sustained competitive advantage (Wright & Snell, 1998).

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Another important aspect of SHRM is employee engagement. Engaged employees are more productive, have higher job satisfaction, and are less likely to leave their organization, all of which can contribute to improved organizational performance and competitiveness. SHRM practices that contribute to employee engagement include providing opportunities for employee involvement in decision-making, recognizing and rewarding employee contributions, and fostering a positive work environment (Hakala, 2011).

Finally, SHRM can also play a role in enhancing organizational culture, which is an important factor in organizational competitiveness. A positive organizational culture can foster employee engagement, increase employee satisfaction, and attract top talent, all of which can contribute to improved organizational performance and competitiveness. SHRM practices that contribute to a positive organizational culture include promoting open communication, encouraging teamwork, and promoting a work-life balance (Wright & Snell, 1998).

In conclusion, the relationship between SHRM and organizational competitiveness is well established in the literature. By integrating HR strategies and practices into its overall business strategy, organizations can improve their ability to manage their human capital, foster a positive work environment, and attract and retain top talent, all of which can contribute to improved organizational performance and competitiveness.

2.9. Empirical Studies

Arslan, M. (2017) examines the impact of SHRM practices on organizational performance, and discusses how the role of human resources management has evolved over the years, and how it has become an increasingly important factor in the success of organizations. It also examines the challenges associated with SHRM, and provides recommendations on how organizations can effectively manage their HR resources.

Gupta and Shaw (2006) conducted a study on Strategic Human Resource Management (SHRM) in which they examined the relationship between different HRM practices and quit rates in a sample of over 200 organizations. The study found that certain HRM practices, such as training, job design, performance management, and career development, were significantly related to lower quit rates. The authors concluded that HRM practices can have a major impact on employee turnover and suggested that organizations should focus on developing and implementing HRM practices that can help reduce employee turnover.

Barney and Hesterly (2008) believe that a firm has a competitive advantage when it is able to create more value than rival firms. A good fit between human resource strategies and the business strategy of the firm tend to lead to superior outcomes (Delery and Doty, 2012). Torrington et al, (2005) views strategy as a process which is not necessarily rational and top down but a political and evolutionary process. To the contrary, Redman and Wilkinson (2001) argue that a competitive advantage can be achieved either through cost leadership or product differentiation.

According to Noe (2008) staffing strategy refers to a company's decision regarding where to find employees, how to select them and the mix of employee skills and statuses (temporary, full time etc.). Researchers and scholars argue that excellent management of people is crucial to maintain a foothold in the market. According to Hitt (2006) people should be placed in positions that fit them best, this is based on believe that failure to properly allocate employees would result in forfeiture of the company's competitive position. Successful firms have ability and willingness to dismiss employees who engage in counterproductive behavior. This ensures that productive employees are not made miserable by supervisors or coworkers who engage in unproductive, disruptive or dangerous behavior. Thus as explained by Noe (2008) job satisfaction and retention are significantly related to employee recruitment and selection practices of the given organization.

Wright, P. M., Dunford, B. B., & Snell, S. A. (2001) argued that human resources have the potential to create a competitive advantage for the firm, and should be managed strategically in order to do so. The paper also discussed the importance of developing human capital, and how it can be used to create competitive advantages.

In their study titled "The Impact of Strategic Human Resource Management on Organizational Performance: Evidence from Ethiopian Manufacturing Firms," Amsalu Woldie Yalew, Melesse Tessema, Hailemichael Taye, and Bogale Tadesse (2019) investigate the relationship

between strategic human resource management (HRM) practices and organizational performance within Ethiopian manufacturing firms.

The study focuses on examining the impact of strategic HRM practices on various performance indicators, including profitability, productivity, and market share. By analyzing the specific context of Ethiopian manufacturing firms, the authors aim to provide empirical evidence regarding the significance of strategic HRM in driving organizational performance.

Through their research, the authors demonstrate that strategic HRM practices have a positive impact on organizational performance. The findings highlight the importance of aligning HRM practices with organizational goals, as well as effectively managing human capital to achieve superior performance outcomes. The study's results support the argument that strategic management of human resources can create a competitive advantage for firms. This empirical report contributes to the existing literature by providing evidence of the positive relationship between strategic HRM practices and organizational performance in Ethiopian manufacturing firms. It emphasizes the value of implementing strategic HRM practices to enhance performance indicators such as profitability, productivity, and market share.

The study made by Alawaji, S. M. (2015) showed that HRM practices such as training and development, performance management, and employee recognition were positively correlated with firm performance. The author also found that organizational culture, leadership style, and job satisfaction had a significant impact on firm performance. The findings of the study suggest that HRM practices have a direct impact on firm performance and should be taken into consideration when designing and implementing HRM strategies.

Lu (2007) conducted a comparative study of the impact of human resource management (HRM) practices on firm performance between Chinese and Australian firms. He found that there were significant differences between the two countries in terms of the impact of HRM practices on firm performance and market share. Specifically, HRM practices that lead to high employee commitment, such as job security, promotion opportunities, and good working conditions, were more effective in Chinese firms than in Australian firms in terms of their impact on firm performance and market share. In addition, HRM practices that focused on employee development, such as training and development, were more effective in Australian firms than in Chinese firms in terms of their impact on firm performance and market share.

The study by Abdel-Meguid and El-Sayed (2013) explored the effect of Human Resource Management (HRM) practices on organizational performance in the telecommunications industry in Egypt. The study found that HRM practices such as selection and training,

compensation, performance appraisal and reward systems, and job design had a significant impact on organizational competitiveness and overall performance. The authors concluded that HRM practices should be implemented in a way that is tailored to the specific needs of the organization and its employees, in order to ensure that they are effective.

2.10. Conceptual Frame Work

The conceptual framework proposed in this study aims to examine the multidimensional aspects of market share and competitiveness. It is based on three key components for each construct, along with their interactions and influences on one another. By incorporating relevant citations, we can enhance the framework's credibility and demonstrate the existing literature supporting the relationships between variables.

Market share strategic goals and objectives refer to an organization's intentional efforts and plans to increase its market share. Research by Pleshko et al., (2014) highlights the significance of strategic decisions and initiatives in directly impacting market share performance.

Customer acquisition and retention play a crucial role in maintaining and growing market share. Studies conducted by Arnold et al., (2011) emphasize the importance of effective customer acquisition and retention strategies for enhancing market share performance.

Understanding market dynamics and being responsive to changes are essential for organizations to retain or improve their market share. Research conducted by Akgün et al., (2008) underscores the significance of adapting to competition, customer preferences, and external factors affecting the industry to remain competitive.

Research has demonstrated that market dynamics and responsiveness can influence market share strategic goals and objectives by necessitating adaptations and adjustments to the organization's strategies (Akgün et al., 2008). Additionally, customer acquisition and retention are influenced by market dynamics and responsiveness, as organizations need to align their approaches with changing customer preferences and competitive forces (Akgün et al., 2008), (Arnold et al., 2011).

Competitive strategic goals and objectives focus on the organization's efforts to enhance its overall competitiveness. Prior studies conducted by Zhou & Li, (2010) emphasize the importance of aligning strategy and competitive priorities to gain a competitive advantage.

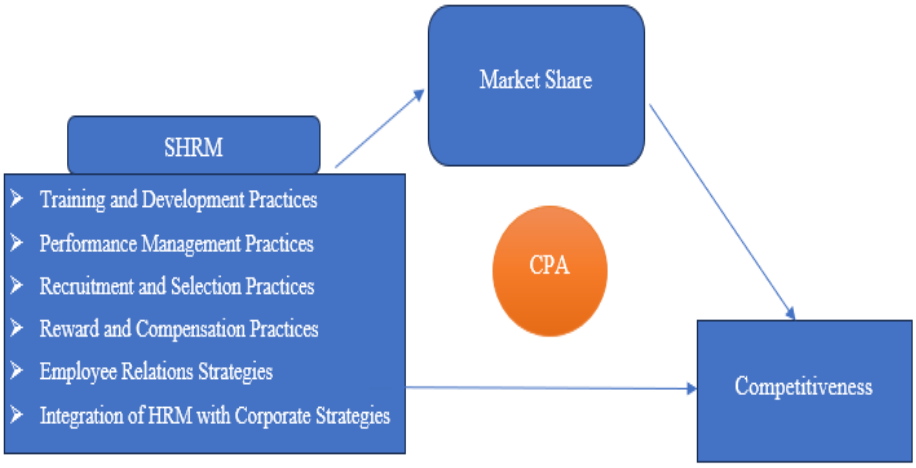
Market position and differentiation are critical factors in achieving competitiveness. Research by Arnold et al., (2011) explores the establishment and maintenance of a unique market position and the differentiation strategies employed by organizations to gain a competitive edge.

Internal processes and culture significantly influence an organization's competitiveness. Studies by Pettigrew, (1992) highlight the role of factors such as organizational structure, leadership, employee engagement, and innovation capabilities in shaping an organization's ability to compete effectively.

Internal processes and culture are recognized to have a direct influence on competitive strategic goals and objectives by enabling effective execution of strategies and fostering a culture of innovation and engagement (Pettigrew, 1992). Moreover, market position and differentiation are shaped by internal processes and culture, as they play a pivotal role in creating and sustaining a unique market position and differentiation strategies (Pettigrew, 1992; Zhou & Li, 2010).

To further explore the relationships between market share and competitiveness, the study employed Conditional Process Analysis (CPA) (Hayes, A. F., 2018). CPA allowed for the examination of how strategic human resources management practices influence organizational competitiveness, which in turn affects market share. Previous research conducted by (Ologunde et al., 2015) supports the notion that strategic human resources management practices positively impact organizational competitiveness.

The relationship between these components is represented by the arrows in the diagram below. The arrows indicate that strategic human resources management practices influence organizational competitiveness, which in turn affects market share.



Source:- Wright et al. (2009)

Figure 2.1:- Conceptual Frame Work

The conceptual diagram provides a visual representation of the main components of the study and the relationships between them. It provides a clear and concise overview of the research paper and the main focus of the study. The conceptual diagram was useful in guiding the development of the research design and the data collection and analysis processes.

CHAPTER THREE
MATERIAL AND METHOD

This chapter discusses the research design that was used in this study. The chapter further describes the study population, sampling design, sample size, data collection methods, instrument design and the data analysis procedures that was applied. The measure was used to ensure validity and reliability of the study instruments was also discussed. In addition, it presents the measures adapted to ensure that the study is done in an ethical manner.

3.1. Research Design

The nature of this study was both explanatory and descriptive which involves precise procedure and data source specification to assess the overall SHRM practices of Gurage Zone private commercial banks. Descriptive design can be an appropriate method of research to use in the case of the research question at hand due to its focus on measuring and describing the current state of affairs. This allows for a closer understanding of the current practices of strategic human resource management in relation to organizational competitiveness and market share in the listed private banks. Further, this approach allows for the researcher to understand the correlation between the two, as well as if supportive relationships exist between them. The analyst can then use this information to make better recommendations for the private banks in terms of their specific approaches to HRM practices and their potential to increase organizational competitiveness.

The analysis of the results included the calculation of market share and competitive performance. Also, an explanatory, mediation, moderating process analyses was conducted to assess the impact of the SHRM practices on the competitive situation of the private banks in Gurage Zone.

3.2. Study Population

The population of the study includes a total of 17 private commercial banks established since over a decade in Ethiopia. Even though, there are a total of 30 commercial banks currently operating in the country, this study focuses on the private owned ones and excluded the state owned, CBE, for the reason that it dominates the sector by taking the lion-share (70%) of the financial market (Mengesha, 2016) as well as (Zehir* et al., 2019) highly favored and supported by the government.

3.3. Sample

The researcher used purposive sampling for selecting the 10 banks out of 17 for the research. One of the criteria's that was used are the relevance to research topic. Selecting banks that have

a clear focus on Strategic HRM practices and have a significant impact on organizational competitiveness helped the researcher to do the research properly. The other criteria are the location of the banks since the research is based in Gurage zone to ensure the research findings are specific to that region. McCall (2003) argued that sampling based on market share provides a more accurate reflection of the population than traditional random sampling. Selecting banks with a higher market share to ensure that their HRM practices have a larger impact on organizational competitiveness is the other criteria.

The final criterion for choosing the 10 banks was grounded in the accessibility of data, a pivotal aspect for robust analysis. To ensure a thorough understanding aligned with the research objectives, the researchers opted for a questionnaire-based methodology. This approach facilitated the gathering of precise and pertinent information crucial to the study's objectives. By directly administering questionnaires to the selected banks, the researchers strategically ensured the acquisition of specific data from participants. This meticulous process guaranteed a comprehensive dataset, empowering an in-depth analysis of the research variables and their interrelationships.

Accordingly, Awash, Dashen, United, Wegagen, Abyssinia, Oromia Bank, Nib and Cooperative Bank of Oromia, Berhan International Bank, and Debub Global Bank are to be taken as a sample.

Table 3.1:- List of Banks and their respective start of operation

No.	Name of Bank	Start of Operation in Ethiopia (G.C)	Start of Operation in Gurage Zone (G.C)
1.	Awash Bank	1994	2012
2.	Wegagen Bank	1997	2009
3.	Abyssinia Bank	1996	2011
4.	Oromia Bank	2008	2003
5.	Nib Bank	1999	2006
6.	Berhan International Bank	2013	2018
7.	Cooperative Bank of Oromia	2005	2013
8.	Debub Global Bank	2012	2012
9.	Dashen Bank	1995	2002
10.	United Bank	1998	2011

Note: Source SPSS output from survey data, 2023

This is for the reason that SHRM supports long-term business goals and outcomes with a strategic overall framework along with focusing on longer term resourcing issues within the context of an organization’s goals and the evolving nature of work in determining how they

are integrated into the overall business strategy . It also focuses on human resource programs with long-term objectives. Instead of focusing on internal human resource issues, the focus is on addressing and solving problems that affect people management programs in the long run. The primary actions of a strategic human resource manager are to identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity.

3.4. Sample Design

Sample design is a technique or procedure that the researcher adopts in selecting items for a sample. It is not possible to study all members of the population since it would involve tremendous amounts of time and resources (Kothari, 2004).

The researcher gathered the number of employees of the ten banks found in Gurage zone and used either stratified sampling technique or other sampling technique which was determined based on random sampling formula.

Table 3.2:- Sample of selected employees from each selected bank

No.	Name of Bank	No. of Branches	No. of Employees
1.	Awash Bank	2	30
2.	Wegagen Bank	3	45
3.	Abyssinia Bank	9	135
4.	Oromia Bank	2	28
5.	Nib Bank	20	320
6.	Berhan International Bank	2	26
7.	Cooperative Bank of Oromia	3	42
8.	Debub Global Bank	2	30
9.	Dashen Bank	3	36
10.	United Bank	2	24
	Total	48	716

Note: Source SPSS output from survey data, 2023

As a result, a sample was selected and studied to represent the entire population based on (Israel, 2013) formula for calculating sample sizes at 95% confidence level and e = 0.5.

$$\mathbf{n} = \frac{N}{1 + \left(N * e^2\right)}$$

$$= \frac{716}{1 + 716 * (0.05)^2} = \frac{716}{2.79} = 256.6 \cong \underline{\mathbf{257}}$$

3.5. Source of Data

Both primary and secondary data was used for analysis. However, the study largely depend on primary data collected from management groups and other supporting staffs through survey method by using in-depth interview and semi-structured standard questionnaires respectively.

3.6. Data Collection Instruments

3.6.1. Interview Data

Interviews was conducted with a number of senior (corporate and HR) managers employed by the stated ten private commercial banks. Interviews serve three broad purposes: firstly, interview subjects was encouraged to discuss their understanding of broad organizational strategy and of HRM policies and procedures and their purposes.

Secondly, the interviewees describes their own behavior in relevant areas, thereby demonstrating the degree of consistency between actual practices in the organization and the policies and aspirations espoused by senior management (and perhaps also by middle managers). Finally, the interview data was used to identify issues that might be included in the other supporting staffs' survey.

3.6.2. Semi-Structured Questionnaire

A standard questionnaire was implemented to collect relevant and reliable data. Since the questionnaire is one of the most important research instruments for collecting primary data, semi-structured and open-ended questionnaires was distributed to the respondents. The choice of using pre-coded both open and close ended questionnaire was based on Fisher's view on structured questionnaire. According to Fisher (2007) if the researcher wants to quantify the research material, then it is best to use a structured approach. He further noted that in order to compare the views and experiences of many people it is easier if pre-coded approach is used.

The questionnaire used in this research study was developed by drawing upon established research practices in the field of Strategic Human Resources Management (SHRM). To ensure the validity and reliability of the questionnaire, the researchers incorporated questions that have been previously utilized and validated by reputable researchers in the field like Obeidat B, Masa'deh R, Abdallah A, (2014), Delery & Roumpi, (2017). The questionnaire design also took into consideration the relevant literature and studies that have employed similar measures and constructs.

The researcher employed a deductive approach by identifying key constructs and factors relevant to the research topic. Then, using the expertise and understanding, the researcher formulated a set of questions to measure those constructs.

Additionally, the questionnaire items were designed to align with the specific research objective of investigating the effect of SHRM practices on organizational competitiveness, with a focus on market share. The questions were generated through an analytical process based on the researchers understanding of the research topic, rather than being directly derived from a specific academic or published source.

3.7. Methods of Data Analysis

All questionnaire responses was entered into a database using statistical software package (SPSS) V.26. If the answer to a question is uncertain it was coded as 'missing'. The findings are then extracted from SPSS using simple frequency distributions and cross-tabs. The collected data was then processed and organized for statistical analysis. During the process age, gender, service year, position and academic awards was treated as control variables and was therefore be tested to establish how they affect SHRM practices for competitive advantage.

3.8. Validity and Reliability Analysis

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (Kothari, 2004). In other words, Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality of the research design content and construct validity of the research was checked. According to Kothari (2004) Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. Validity can often be thought of as judgmental. Validity involves the appropriateness, meaningfulness, and usefulness of inferences made by the researcher on the basis of the data collected.

Reliability relates to the consistency of the data collected. Cronbach's coefficient alpha was used to determine the internal reliability of the instrument. The survey instrument was tested in its entirety, and the subscales of the instrument was tested independently. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1. According to Zikmund (2010) scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability. Thus, for this study, a Cronbach's alpha score of .70 or higher was considered as adequate to determine reliability.

3.9. Ethical Consideration

According to McNamara (1994), ethical concerns in research deal with voluntary participation, no harm to respondents, anonymity and confidentiality, identifying purpose and sponsor, and

analysis and reporting. To help eliminate or control any ethical concerns the researchers made sure that participation are completely voluntary but this can sometimes lead to low response rate which can in turn introduce response bias. To avoid possible harm such as embarrassment or feeling uncomfortable about questions to respondents, the study not include sensitive questions that could cause embarrassment or uncomfortable feelings. Harm could also arise in data analysis or in the survey results. Anonymity and confidentiality was exercised to protect a respondent's identity. A survey is anonymous when a respondent cannot be identified on the basis of a response (Kotheri, 2004). Participant identification was kept confidential and was only used in determining who had not responded for follow-up purposes. All prospective respondents knew the purpose of the survey. A cover letter was used to explain that the results of the study was used in a thesis as partial fulfillment for a Master Degree.

3.10. Model Specification

The research employed in this study involves the use of multiple linear regressions and a Hayes model to investigate the path process analysis of market share on the relationship between Strategic Human Resource Management (SHRM) and banks' competitiveness.

The multiple linear regression analysis allowed the researcher to examine the individual contributions of different variables, specifically SHRM and market share, on banks' competitiveness. By considering various factors related to market share and competititveness, such as competitive strategic goals and objectives, market position and differentiation, and internal processes and culture, the researcher assessed their impact on banks' overall competitiveness.

Furthermore, the regression analysis provides insights into the strength and significance of these relationships, as indicated by the coefficients and p-values. Through this analysis, the researcher determined the extent to which changes in SHRM variables and market share influence banks' competitiveness.

In addition to the multiple linear regressions, a Hayes model was employed to explore the path process analysis. This model allows for the examination of the mediated relationship between SHRM and banks' competitiveness, with Market share serving as the mediator. The Hayes model enables us to assess the indirect effects of SHRM on competitiveness, considering the mediating role of market share.

By employing these statistical techniques, the researcher aim to gain a comprehensive understanding of the complex relationship between SHRM, market share, and banks' competitiveness. The model specification provides a framework for analyzing and interpreting

the results, which will contribute to the knowledge of the factors influencing competitiveness in the banking sector of Gurage Zone.

3.10.1. Regression on the Effect of SHRM on Competitiveness

The model specification and formulas for the multiple linear regression table can be interpreted as follows:

Strategic Human Resource Management Practice = B0 + B1 * Competitive Strategic goals and objectives + B2 * Internal processes and culture + B3 * Market Position and Differentiation + ε

3.10.2. Regression on the Effect of SHRM on Market Share

The model specification and formulas for the multiple linear regression table can be interpreted as follows:

Strategic Human Resource Management Practice = B0 + B1 * Market Share Strategic goals and objectives + B2 * Customer Acquisition and Retention + B3 * Market Dynamics and Responsiveness + ε

3.10.3. Regression on the Effect of Market Share on Competitiveness

The model specification and formulas for the multiple linear regression table can be interpreted as follows:

Market Share = B0 + B1 * Competitive Strategic goals and objectives + B2 * Market Position and Differentiation + B3 * Internal processes and culture + ε

3.10.4. Moderated mediation effect of Market Share

To conduct a moderated mediation analysis using the Hayes Process Macro, the following model specification and formulas was used:

- Outcome variable: MPD (Market dynamics and responsiveness)
- Mediator variable: MSHR (Market share)
- Moderator variable: SHRM (Strategic human resource management)

Formula for the Mediation Model:

$$MPD = c' + a * MSHR + b * SHRM + e_1$$

The dependent variable, MPD (Mediated Path Dependent variable), is predicted by the mediator variable, MSHR (Mediator: Market Share), and the independent variable, SHRM (Independent variable: Strategic Human Resource Management Practice). The coefficient 'a' represents the direct effect of MSHR on MPD, and 'b' represents the direct effect of SHRM on MPD. 'c" is the intercept term, and e_1 is the error term capturing unexplained variability in MPD.

$$MSHR = c + d * SHRM + e_2$$

The mediator variable, MSHR, is predicted by the independent variable, SHRM. The coefficient 'd' represents the effect of SHRM on MSHR. 'c' is the intercept term, and e_2 is the error term capturing unexplained variability in MSHR.

By estimating the regression coefficients (c', a, b, c, d) through the mediation analysis, the researcher assessed the indirect effect of SHRM on MPD through MSHR, as well as the direct effects of SHRM and MSHR on MPD.

Formula for the Moderation Model:

$$\mathbf{MPD = c' + a * MSHR + b * SHRM + e_1}$$

The dependent variable, MPD (Mediated Path Dependent variable), is predicted by both the moderator variable, MSHR (Moderator: Market Share), and the independent variable, SHRM (Independent variable: Strategic Human Resource Management Practice). The coefficient 'a' represents the effect of MSHR on the relationship between SHRM and MPD, and 'b' represents the direct effect of SHRM on MPD. 'c" is the intercept term, and e_1 is the error term capturing unexplained variability in MPD.

By estimating the regression coefficients (c', a, b) through the moderation analysis, the researcher examined the influence of MSHR as a moderator on the relationship between SHRM and MPD. This allowed the esearcher to assess how the relationship between SHRM and MPD changes based on different levels of MSHR.

CHAPTER FOUR
RESULT AND DISCUSSION

4.1. Introduction

This chapter presents and discusses the results obtained from reliability analysis of the data collection instruments and describes the study participants based on demographics data. Then the respondent's demographic profile and descriptive analysis is used to summarize basic features of the quantitative data collected and finally inferential analysis is used to infer from sample data to the whole population are discussed at length in this chapter. The statistical analyses presented in this thesis were done using statistical software package (SPSS) V.26 and Microsoft Excel.

4.2. Data Analysis and Presentation of Findings

4.2.1. Response Rate

Generally, 257 questionnaires were distributed to sample respondents of the ten banks found in Gurage Zone which consists of 180 employees working as bank staff in the selected bank and 77 in clerical staffs.

Response rates are calculated by dividing the number of usable responses returned by the total number of eligible in the sample. Therefore, out of the distributed questionnaires which were 257, only 237 questionnaires were returned from the respondents, which means 162 from bank staff and 75 from administrative staff. Thus, the research attained a total response rate of 92.21%. Of the remaining 20 questionnaires considered unusable, 12 respondents did not complete the questionnaire in the likart scale questions section of the questionnaires, were omitted. Besides, 8 respondents reported that they had worked in the banking sector for less than three months and thus did not meet the inclusion criteria for this study because they were assumed to lack adequate knowledge of the sector.

4.2.2. Demographic characteristics

Demographic information shows the characteristics of the elements in the sample size: As such the researcher sought to establish the general information of the respondents which forms the basis under the interpretations was made.

Table 4.1:- Gender of the Respondent

Sex Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	166	70.0	70.0	70.0
	Female	71	30.0	30.0	100.0
	Total	237	100.0	100.0	

Note: Source SPSS output from survey data, 2023

Demographic factor table 4.1 analyzed the gender of the respondents. This information was necessary to enable the researcher to obtain information on whether the respondents were either male or female. Accordingly, 70% of the respondents were male whereas 30% of them were female.

Table 4.2:- Age group of Respondents

Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	72	30.4	30.4	30.4
	31-40	100	42.2	42.2	72.6
	41-50	56	23.6	23.6	96.2
	51-60	9	3.8	3.8	100.0
	Total	237	100.0	100.0	

Note: Source SPSS output from survey data, 2023

Demographic table 4.2 shows the age groups of respondents, 72 (30.4%) of the respondents were in the age 20-30 years of age, whereas 100 (42.2%) of them were between 31-40 years of age the remaining 65, 56 (23.6%) respondents were between 41-50 years and 9 respondents between 51-60 years. The table shows that 72 respondents (30.4% of the total) were in the age range of 20-30 years, while 100 respondents (42.2% of the total) were between 31-40 years old. This combined percentage of 72 and 100 indicates that a substantial proportion of the respondents were in their twenties and thirties.

In contrast, the remaining age groups had fewer respondents. Specifically, 65 respondents (23.6% of the total) were between 41-50 years old, and only 9 respondents were between 51-60 years old. This suggests that the number of participants in the older age categories was relatively smaller compared to the younger age categories.

As a result, the it can be concluded that the majority of the respondents in the selected banks were generally younger people who were below 40 years of age. This finding provides insights into the demographic composition of the survey sample and helps understand the age

distribution of the individuals who participated in the study.

Table 4.3:- Educational Background of Respondents

Educational Qualificatin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	79	33.3	33.3	33.3
	(BA/B.Sc./B.Ed.) Degree	133	56.1	56.1	89.5
	MA/MSc. Degree	25	10.5	10.5	100.0
	Total	237	100.0	100.0	

Note: Source SPSS output from survey data, 2023

Generally, the respondent's educational Qualification status is presented in Table 4.3 with regard to educational background of study samples, 133 (89.5%) majority of the respondents have First Degree educational level followed by 79(33%) were College Diploma holders, 25 (10.5%) have Masters Degree.

According to the table, the majority of the respondents, 133 individuals (89.5% of the total), had a First Degree educational level. This indicates that a significant proportion of the participants had completed a bachelor's degree or an equivalent qualification.

Following that, 79 respondents (33% of the total) were College Diploma holders. This suggests that a considerable number of participants had completed a diploma program at a college or similar educational institution.

In addition, 25 respondents (10.5% of the total) held a Master's Degree. This indicates that a smaller proportion of the participants had pursued advanced education beyond a bachelor's degree and had obtained a master's degree.

Based on these findings, it can be concluded that the majority of the survey respondents had achieved a First Degree educational qualification, while a significant number had also obtained a College Diploma. A smaller proportion of respondents had attained a Master's Degree. This information provides insights into the educational background of the study sample and helps understand the distribution of educational qualifications among the participants.

Table 4.4:- Marital status of Respondents

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	126	53.2	53.2	53.2
	Married	73	30.8	30.8	84.0
	Divorce	36	15.2	15.2	99.2
	Widowed	2	.8	.8	100.0
	Total	237	100.0	100.0	

Note: Source SPSS output from survey data, 2023

Generally, the respondent’s merital status is presented in Table 4.4. With regard to merital Status of study samples, 126 (53.2.5%) majority of the respondents are not married. 73 (30.8%) are married and the remaining 38 are widowed and divorced as the table above shows. According to the table, the majority of the respondents, 126 individuals (53.2% of the total), were not married. This indicates that a significant proportion of the participants were single, never married, or unmarried.

In addition, 73 respondents (30.8% of the total) were married, indicating that a considerable number of participants were in a legally recognized marital union.

The remaining 38 respondents (the exact percentage is not specified in the statement) were either widowed or divorced. This suggests that a smaller proportion of the participants had experienced the loss of a spouse or had ended a previous marriage.

Based on these findings, it can be inferred that the majority of the survey respondents were not married, while a significant number were married. A smaller proportion had experienced widowhood or divorce. This information provides insights into the marital status distribution among the study sample and helps understand the diversity of participants' marital circumstances.

4.3. Descriptive Statistics

Descriptive statistics is a fundamental component of data analysis in research. It involves summarizing and presenting data in a meaningful way to gain insights into various aspects of the study. Descriptive statistics provide a clear and concise overview of the collected data, allowing researchers to describe the central tendency, variability, and distribution of the variables under investigation. By examining the descriptive statistics, researchers can better understand the characteristics of the sample and draw preliminary conclusions about the population of interest.

4.3.1. SHRM practices of the Bank

In this research, the researcher aim to examine the effect of Strategic Human Resources Management (SHRM) practices on organizational competitiveness. To gain a comprehensive understanding of the SHRM practices employed by the the selected banks under study, the researcher have gathered data on various dimensions that are crucial for organizational success. This descriptive table is the questions asked to presents an overview of the bank's SHRM practices.

The table provides a concise summary of the key elements of the bank's SHRM practices, allowing us to assess the extent to which they align with the overall business strategy and

contribute to enhancing organizational competitiveness. By presenting the data in a structured format, we can identify patterns, trends, and variations across the different dimensions of SHRM practices.

In the study, a Likert scale was employed to measure the respondents' marital status. The Likert scale used had five response options: 1) Strongly Agree, 2) Agree, 3) Neutral, 4) Disagree, and 5) Strongly Disagree. However, it is important to note that the Likert scale is typically used to measure attitudes or opinions rather than categorical variables.

Table 4.5:- SHRM practices

SHRM practices

	N	Minimum	Maximum	Mean	Std. Deviation
Understanding of its SHRM practices	237	1.00	5.00	1.9030	1.09847
SHRM practices and overall business strategy	237	1.00	5.00	3.3249	1.35294
Communicating SHRM practices to employees	237	1.00	5.00	3.0295	1.40639
Consistency of SHRM practices	237	1.00	5.00	1.4135	.83736
SHRM practices and attracted and Retained Talent	237	1.00	5.00	2.7848	1.45559
Training and Development opportunities and SHRM Practices	237	1.00	5.00	2.0675	1.26041
SHRM practices and employee engagement/motivation	237	1.00	5.00	2.4304	1.20046
Diversity and Inclusion and SHRM Practices	237	1.00	5.00	2.8017	1.62564
SHRM practices and Changing Market Conditions	237	1.00	5.00	3.1857	1.30811
Short-term and long-term HR goals	237	1.00	5.00	2.5696	1.64433
Ethical and Legal Compliance	237	1.00	5.00	1.5907	.92356
Measures through relevant metrics	237	1.00	5.00	2.9789	.91340
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

The analysis of respondent opinions reveals an average level of agreement (1.903) regarding the bank's Strategic Human Resources Management (SHRM) practices, indicating a clear understanding among employees. However, there is a moderate level of variability in their opinions, suggesting differing perspectives and interpretations. Respondents, on average, perceive a lack of alignment between the bank's SHRM practices and its overall business strategy (mean score of 3.3249). While the majority disagrees with the alignment, there is notable variability in their opinions, reflecting diverse perspectives within the sample.

The bank's communication of SHRM practices to employees is generally seen as ineffective (mean score of 3.0295), with significant variability in opinions. This highlights diverse viewpoints and experiences among respondents.

Findings suggest inconsistency and unfairness in the bank's SHRM practices across departments and levels, indicating a need for uniform implementation and equal treatment to foster employee satisfaction and organizational cohesion.

Respondents strongly agree (mean score of 1.4135) that the bank's SHRM practices are consistent and fair across departments and levels, with minimal variability in their opinions. This indicates a high level of consensus and perceived consistent treatment throughout the organization.

Respondents, on average, moderately agree (mean score of 2.7848) that the bank's SHRM practices effectively attract and retain high-quality talent, despite considerable variability in their opinions. They generally agree (mean score of 2.0675) that the bank provides adequate training and development opportunities, demonstrating a commitment to employee growth and skill enhancement, with notable variability in opinions. Respondents also tend to agree (mean score of 2.4304) that the bank's SHRM practices effectively encourage employee engagement and motivation, with significant variability in opinions.

Regarding diversity and inclusion, respondents moderately agree (mean score of 2.8017) that the bank's SHRM practices have a positive impact, but with considerable variability in opinions. They perceive the bank as weak in adapting its SHRM practices to changing market conditions and emerging technologies (mean score of 3.1857), with significant variability in opinions.

However, respondents tend to agree (mean score of 2.5696) that the bank's SHRM practices effectively balance short-term and long-term HR goals, despite notable variability in opinions.

In summary, while respondents generally agree on employees' understanding of SHRM practices and perceive issues with alignment, communication, consistency, and adaptation, there is variability in their opinions, reflecting diverse perspectives and experiences.

4.3.2. Strategic goals and objectives related to Competitiveness

This section examines the strategic goals and objectives set by organizations, focusing on how they align with the broader aim of achieving a competitive edge in the market. By analyzing various descriptive statistics, such as mean scores and standard deviations, this section sheds light on the extent to which organizations prioritize competitiveness in their strategic planning. The findings offer valuable insights into the strategies employed by organizations to enhance their competitive position, thereby contributing to a deeper understanding of the relationship between strategic goals, objectives, and organizational competitiveness.

Table 4.6:- Strategic goals and objectives related to Competitiveness

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Understanding market share goals	237	1.00	5.00	2.6709	1.66001
Aligns its competitiveness goals with its mission, vision, and values	237	1.00	5.00	3.1139	1.29196
Bank balances short-term and long-term competitiveness goals	237	1.00	5.00	2.4430	1.23591
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

Based on the data, the mean score of 2.6709 indicates that respondents, on average, expressed a moderate level of agreement regarding the bank's clear understanding of its competitiveness goals. However, the relatively high standard deviation of 1.66001 suggests that there is significant variability in their opinions on this matter.

The provided data, with a mean of 3.1139, indicates that respondents generally disagree that the bank successfully balances short-term and long-term competitiveness goals. This agreement can be considered moving towards disagreement. However, the standard deviation of 1.29196 suggests that there is some variability in their opinions on this matter.

Based on the data provided, the mean score of 2.4430 suggests that respondents, on average, moderately agree that the bank aligns its competitiveness goals with its mission, vision, and values. However, the relatively high standard deviation of 1.23591 indicates that there is a significant amount of variability in their opinions regarding this alignment.

4.3.3. Market Position and Differentiation

The descriptive table for market position and differentiation provides a comprehensive overview of the key aspects related to the positioning and differentiation strategies adopted by organizations. This table presents descriptive statistics that summarize various measures, such as market share, brand perception, and product uniqueness, which are crucial for understanding an organization's competitive standing in the market. By examining the mean scores, standard deviations, and other relevant statistical measures, this table aims to capture the extent to which organizations have successfully positioned themselves and differentiated their products or services to gain a competitive advantage. The data presented in this table offer valuable insights into the current market landscape, allowing researchers and practitioners to assess the effectiveness of different strategies and identify areas for improvement in terms of market positioning and differentiation.

Table 4.7:- Market Position and Differentiation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competitive products and services	237	1.00	5.00	3.1561	1.41005
Differentiation from competitors through unique strengths and capabilities	237	1.00	5.00	1.6287	1.06430
Monitors and analyzes industry trends to stay ahead	237	1.00	5.00	2.8186	1.34227
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

Based on the data provided, the mean score of 3.1561 suggests that respondents, on average, express a high level of disagreement regarding the competitiveness of the bank's products and services in the marketplace. However, the relatively high standard deviation of 1.41005 indicates that there is a significant amount of variability in their opinions on this matter.

Based on the given data, the mean score of 1.6287 indicates that respondents strongly agree that the bank effectively sets itself apart from competitors through its unique strengths and capabilities. Furthermore, the relatively low standard deviation of 1.06430 suggests that there is minimal variability in their opinions, indicating a high level of agreement.

Based on the provided data, the mean score of 2.8186 suggests that respondents, on average, moderately agree that the bank actively monitors and analyzes industry trends and competitors' strategies to stay ahead of the curve. However, the relatively high standard deviation of 1.34227 indicates a significant amount of variability in their opinions on this matter.

4.3.4. Internal processes and culture

The descriptive table for internal processes and culture provides valuable insights into an organization's internal dynamics and cultural attributes, focusing specifically on factors related to its competitiveness. This table presents descriptive statistics that summarize various measures reflecting the organization's ability to effectively communicate its competitiveness goals, foster innovation and creativity, prioritize sustainability and corporate social responsibility, employ relevant metrics to measure effectiveness, manage risks and uncertainties, and maintain strong relationships with stakeholders.

By examining the mean scores, standard deviations, and other relevant statistical measures, this table aims to capture the extent to which the organization excels in these areas, highlighting its strengths and areas for improvement. The data presented in this table offer a comprehensive

view of the organization's internal processes and culture, shedding light on its ability to drive competitiveness and achieve sustainable success. This information is crucial for researchers and practitioners to assess and enhance the organization's internal capabilities, aligning them with its strategic goals, and fostering a culture that promotes innovation, sustainability, and strong stakeholder relationships.

Table 4.8:- Internal processes and culture

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Effectively communicates its competitiveness goals	237	1.00	5.00	3.3376	1.29372
Innovation and creativity to drive competitiveness	237	1.00	5.00	2.2616	1.33369
Sustainability and corporate social responsibility in pursuing competitiveness	237	1.00	5.00	3.0422	1.58593
Measure of effectiveness of its competitiveness through relevant metrics	237	1.00	5.00	2.8143	1.39586
Managing risks and uncertainties	237	1.00	5.00	2.6160	1.61568
Strong relationships with stakeholders	237	1.00	5.00	3.0633	1.24201
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

The bank's effectiveness in communicating its competitiveness goals is perceived moderately positively by respondents, with a mean score of 3.3376. Additionally, there is relatively low variability in their opinions, as indicated by the standard deviation of 1.29372. This suggests a general consensus among respondents regarding the bank's ability to effectively communicate its competitiveness goals.

On average, respondents lean towards agreement that the bank utilizes innovation and creativity to drive competitiveness, as reflected by the mean score of 2.2616. However, there is a moderate amount of variability in their opinions, as indicated by the standard deviation of 1.33369. This implies that while there is a tendency towards agreement, there are varying viewpoints among respondents regarding the bank's use of innovation and creativity.

Respondents, on average, express a moderate level of agreement that the bank values sustainability and corporate social responsibility in pursuing competitiveness, as evidenced by the mean score of 3.0422. However, there is a significant amount of variability in their opinions, with a standard deviation of 1.58593. This indicates diverse perspectives among respondents regarding the importance of sustainability and corporate social responsibility in the bank's pursuit of competitiveness.

The bank's measure of effectiveness in its competitiveness through relevant metrics is

perceived moderately positively by respondents, as indicated by the mean score of 2.8143. However, there is a moderate amount of variability in their opinions, with a standard deviation of 1.39586. This suggests that while respondents generally agree that the bank utilizes relevant metrics, there are differing viewpoints regarding its effectiveness.

The respondents, on average, lean towards agreement that the bank effectively manages risks and uncertainties, with a mean score of 2.6160. However, there is a significant amount of variability in their opinions, as reflected by the standard deviation of 1.61568. This implies that while there is a tendency towards agreement, there are diverse opinions regarding the bank's management of risks and uncertainties.

On average, respondents express a moderate level of agreement that the bank maintains strong relationships with stakeholders, with a mean score of 3.0633. Furthermore, there is relatively low variability in their opinions, as evidenced by the standard deviation of 1.24201. This suggests a higher level of agreement and consistency among respondents regarding the bank's strong relationships with stakeholders.

Overall, the interpretations highlight the varying levels of agreement and variability in respondents' opinions regarding the bank's effectiveness in communicating its competitiveness goals, utilizing innovation and creativity, valuing sustainability and corporate social responsibility, measuring competitiveness through relevant metrics, managing risks and uncertainties, and maintaining strong relationships with stakeholders.

4.3.5. Market Share Strategic goals and objectives

The descriptive table for market share strategic goals and objectives provides a comprehensive overview of an organization's priorities and actions aimed at achieving and maintaining market share. This table presents descriptive statistics that summarize various measures related to the organization's market share goals, the balance between market share and profitability, the evaluation and prioritization of opportunities and challenges, and the organization's commitment to legal and ethical compliance. By analyzing mean scores, standard deviations, and other relevant statistical measures, this table aims to provide insights into the organization's performance in these areas, highlighting its strengths and areas for improvement. The data presented in this table offer valuable information for researchers and practitioners seeking to understand the organization's strategic approach to market share and its associated goals and objectives. By assessing and enhancing these aspects, organizations can effectively position themselves in the market, drive profitability, and ensure sustainable growth while adhering to legal and ethical standards.

Table 4.9:- Market Share Strategic goals and objectives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Understanding market share goals	237	1.00	5.00	2.6709	1.66001
Balancing market share goals with profitability	237	1.00	5.00	2.8650	1.66936
Evaluates and prioritizes opportunities and challenges	237	1.00	5.00	3.1561	1.28093
Ensures legal and ethical compliance	237	1.00	5.00	2.8312	1.36116
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

The bank's understanding of market share goals is perceived moderately positively by respondents, with a mean score of 2.6709. However, there is a significant amount of variability in their opinions, as indicated by the standard deviation of 1.66001. This suggests a diverse range of viewpoints among respondents regarding the bank's understanding of market share goals.

Respondents, on average, express a moderate level of agreement that the bank effectively balances market share goals with profitability, as reflected by the mean score of 2.8650. Nevertheless, there is a significant amount of variability in their opinions, as indicated by the standard deviation of 1.66936. This implies that while there is a tendency towards agreement, there are varying viewpoints among respondents regarding the bank's ability to balance market share goals with profitability.

On average, respondents indicate a moderate level of agreement that the bank evaluates and prioritizes opportunities and challenges, as evidenced by the mean score of 3.1561. Furthermore, there is relatively low variability in their opinions, as reflected by the standard deviation of 1.28093. This suggests a higher level of agreement and consistency among respondents regarding the bank's evaluation and prioritization of opportunities and challenges.

Respondents, on average, express a moderate level of agreement that the bank ensures legal and ethical compliance, as indicated by the mean score of 2.8312. However, there is a moderate amount of variability in their opinions, as reflected by the standard deviation of 1.36116. This implies that while there is a tendency towards agreement, there are diverse perspectives among respondents regarding the bank's effectiveness in ensuring legal and ethical compliance.

Overall, the interpretations highlight the varying levels of agreement and variability in respondents' opinions regarding the bank's understanding of market share goals, balancing market share goals with profitability, evaluation and prioritization of opportunities and challenges, and ensuring legal and ethical compliance.

4.3.6. Customer Acquisition and Retention

The descriptive table for market share customer acquisition and retention provides an insightful overview of an organization's strategies and practices aimed at acquiring and retaining customers, expanding into new markets and segments, leveraging its brand and reputation, pricing its products and services effectively, promoting its offerings, and fostering collaborations with partners and alliances. This table presents descriptive statistics that summarize various measures related to customer acquisition and retention goals, market expansion efforts, brand leverage, pricing strategies, promotional effectiveness, and collaboration activities. By analyzing mean scores, standard deviations, and other relevant statistical measures, this table aims to provide valuable insights into the organization's performance in these areas, highlighting its strengths and areas for improvement. The data presented in this table offer valuable information for researchers and practitioners seeking to understand the organization's approach to customer acquisition and retention, market expansion, brand management, pricing strategies, promotional activities, and collaborative efforts. By assessing and optimizing these aspects, organizations can enhance their market share, strengthen customer relationships, and achieve sustainable growth in highly competitive environments.

Table 4.10:- Customer Acquisition and Retention

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Acquires and retains customers effectively	237	1.00	5.00	3.2025	1.29908
Expanding into new markets and segments effectively	237	1.00	5.00	1.6287	1.12620
Leveraging its brand and reputation effectively	237	1.00	5.00	2.9578	1.32380
Priceing its products and services effectively	237	1.00	5.00	2.2574	1.33927
Promoting its products and services effectively	237	1.00	5.00	2.3207	1.08070
Collaborates with partners and alliances	237	1.00	5.00	2.9705	1.60612
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

The bank's ability to acquire and retain customers is perceived moderately positively by

respondents, as indicated by the mean score of 3.2025. However, there is a moderate amount of variability in their opinions, as shown by the standard deviation of 1.29908. This suggests that while the majority agrees that the bank is effective in acquiring and retaining customers, there are differing viewpoints among the respondents.

Respondents strongly agree that the bank is effective in expanding into new markets and segments, as evidenced by the mean score of 1.6287. Additionally, there is relatively low variability in their opinions, with a standard deviation of 1.12620. This indicates a high level of consensus among respondents regarding the bank's capability to expand into new markets and segments.

The bank's ability to leverage its brand and reputation is perceived moderately positively by respondents, with a mean score of 2.9578. However, there is a moderate amount of variability in their opinions, as indicated by the standard deviation of 1.32380. This suggests that while there is a general agreement on the bank's effectiveness in leveraging its brand and reputation, there are differing perspectives among the respondents.

Respondents, on average, indicate a moderate level of agreement that the bank prices its products and services effectively, as reflected by the mean score of 2.2574. However, there is a moderate amount of variability in their opinions, as indicated by the standard deviation of 1.33927. This implies that while there is a general consensus on the bank's ability to price its offerings effectively, there are varying opinions among respondents.

On average, respondents express a moderate level of agreement that the bank effectively promotes its products and services, with a mean score of 2.3207. Furthermore, there is relatively low variability in their opinions, as evidenced by the standard deviation of 1.08070. This suggests a relatively higher level of agreement and consistency among respondents regarding the bank's effectiveness in promoting its offerings.

Respondents, on average, indicate a moderate level of agreement that the bank effectively collaborates with partners and alliances, with a mean score of 2.9705. However, there is a significant amount of variability in their opinions, as reflected by the standard deviation of 1.60612. This implies that while there is a general acknowledgment of the bank's effectiveness in collaboration, there are diverse viewpoints among the respondents.

Overall, the interpretations highlight the varying levels of agreement and variability in respondents' opinions regarding the bank's effectiveness in acquiring and retaining customers, expanding into new markets and segments, leveraging its brand and reputation, pricing its products and services, promoting its offerings, and collaborating with partners and alliances.

4.3.7. Market Dynamics and Responsiveness

The descriptive table for market share market dynamics and responsiveness provides an overview of an organization's strategies and practices related to communicating market share goals and responding to changes in market dynamics. This table presents descriptive statistics that summarize various measures associated with effectively communicating market share goals and the organization's ability to adapt and respond to shifting market dynamics. By analyzing mean scores, standard deviations, and other relevant statistical measures, this table aims to provide valuable insights into the organization's performance in these areas, highlighting its strengths and areas for improvement. The data presented in this table offer valuable information for researchers and practitioners seeking to understand the organization's approach to market share communication and its ability to adapt to market changes. By effectively communicating market share goals and responding proactively to market dynamics, organizations can enhance their competitiveness, seize opportunities, and navigate challenges in a rapidly evolving business environment.

Table 4.11:- Market Dynamics and Responsiveness

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communicating market share goals	237	1.00	5.00	3.4262	1.32760
Responding to changes in market dynamics	237	1.00	5.00	3.1646	1.25310
Valid N (listwise)	237				

Note: Source SPSS output from survey data, 2023

Based on the provided data, the interpretation of respondents' opinions regarding the bank's communication of market share goals is as follows: On average, respondents moderately agree that the bank effectively communicates its market share goals, with a mean of 3.4262. However, there is a moderate degree of variability in their opinions, as indicated by the standard deviation of 1.32760.

Based on the given data, the interpretation of respondents' opinions regarding the bank's response to changes in market dynamics is as follows: On average, respondents moderately agree that the bank effectively responds to changes in market dynamics, with a mean of 3.1646. However, there is a moderate degree of variability in their opinions, as indicated by the standard deviation of 1.25310.

4.3.8. Summary of Result of Descriptive Statistics

The assessment of understanding and agreement among respondents regarding the bank's Strategic Human Resource Management (SHRM) practices reveals a generally positive sentiment, with a mean score of 1.903. However, there is a moderate level of variability in opinions, suggesting diverse perspectives among respondents. This indicates that while there is a general understanding and agreement, individual viewpoints may differ on specific aspects of the bank's SHRM practices.

In terms of the communication of SHRM practices, respondents perceive it as generally ineffective, as indicated by a mean score of 3.0295. The significant variability in opinions further highlights the presence of diverse viewpoints among respondents regarding the bank's communication efforts in this area. This suggests that there is room for improvement in effectively conveying SHRM practices to employees and stakeholders.

Regarding consistency and fairness, respondents identify inconsistencies and unfairness in SHRM practices across departments and levels. Despite this observation, respondents strongly agree that the bank's SHRM practices are consistent and fair, with a mean score of 1.4135. This may indicate a perception gap between the idealized view of consistency and fairness and the actual experiences within the organization. Further investigation may be necessary to address the identified inconsistencies and promote a stronger sense of fairness in SHRM practices.

When it comes to attracting and retaining talent, respondents moderately agree that the bank's SHRM practices are effective in this regard, with a mean score of 2.7848. This suggests that while the bank's practices show some success in attracting and retaining high-quality talent, there is room for improvement to enhance these outcomes further.

The bank's provision of training and development opportunities is generally perceived as adequate, with a mean score of 2.0675. However, it is worth noting that individual perspectives may vary. Respondents tend to agree that the bank's SHRM practices contribute to employee engagement and motivation, as indicated by a mean score of 2.4304. This suggests that the bank's efforts in training, development, and engagement initiatives have a positive impact on employees' level of engagement and motivation.

In summary, the assessment reveals a generally positive understanding and agreement with the bank's SHRM practices among respondents, although varying perspectives exist. Communication of SHRM practices requires improvement, and inconsistencies and unfairness in SHRM practices across departments and levels have been identified. While the bank's practices show some success in attracting and retaining talent, there is room for improvement.

The provision of training, development, and engagement opportunities is generally perceived as adequate, contributing to employee engagement and motivation.

4.4. Classical Linear Regression Model (CLRM) Assumptions Test

In this section, the researcher carried out relevant diagnostic testing to identify any violation in the underlining assumption of the classical linear regression model (CLRM). Five assumptions tests were conducted which ensure that the estimation technique, ordinary least squares (OLS), to have several desirable properties, and that hypothesis tests regarding the coefficient estimates could validly be conducted. Specifically, it was assumed that average values of the error-term are zero, the variance of the errors are constant (homoscedastic), the error terms are normally distributed (normality), the covariance between the error-terms is zero (no autocorrelation), and explanatory variables are not correlated (absence of multicollinearity).

4.4.1. Heteroscedasticity Test

According to Brooks (2008), it has been assumed that the variance of the disturbance is constant. This is known as the assumption of homoscedasticity. If we estimate regression models on data in which the variance is not constant, they will still result in errors that are zero on average (i.e., our predictions are still correct), but this may cause some independent variables not to be significant, whereas, in reality, they are. If the errors do not have a constant variance, they are said to be heteroscedastic.

The hypothesis for testing the presence of Heteroscedasticity:

Null Hypothesis: There is no Heteroscedasticity

Alternative Hypothesis: There is Heteroscedasticity

To check the presence of heteroskedasticity problem the Breusch-pagan test was employed. As shown below Table 4.12, the probability value of chi-square is 0.09478 which is greater than the Breusch-pagan test decision point (0.05). Therefore, it indicates that there was no heteroscedasticity problem on the error terms of the SHRM model. This means that the null hypothesis was not rejected which says that the error variance is constant.

Table 4.12:- Heteroskedasticity Test for SHRM: Breusch-Pagan test

Heteroskedasticity Test for JDM

Observations: 237

Test	Statistic	d.f.	Prob.
Breusch-Pagan LM	4.899025	248	0.09478
Peasant scaled LM	0.232609		0.0024
peasant CD	0.000000		0.1810

Note: Source SPSS output from survey data, 2023

4.4.2. Test of Normality

The examination of the normal distribution of the data is one of the fundamental requirements for linear regression analysis between the study variables.

The Kolmogorov-Smirnov test examines whether the data follows a normal distribution by comparing the observed cumulative distribution function (CDF) to the expected CDF of a normal distribution. The test assesses the maximum difference between the two distributions and provides a p-value for evaluating the null hypothesis that the data is normally distributed. Similarly, the Shapiro-Wilk test is another method for testing normality. It calculates a test statistic based on the correlation between the observed data and the expected values from a normal distribution. The test evaluates the null hypothesis that the data is normally distributed against the alternative hypothesis of departures from normality.

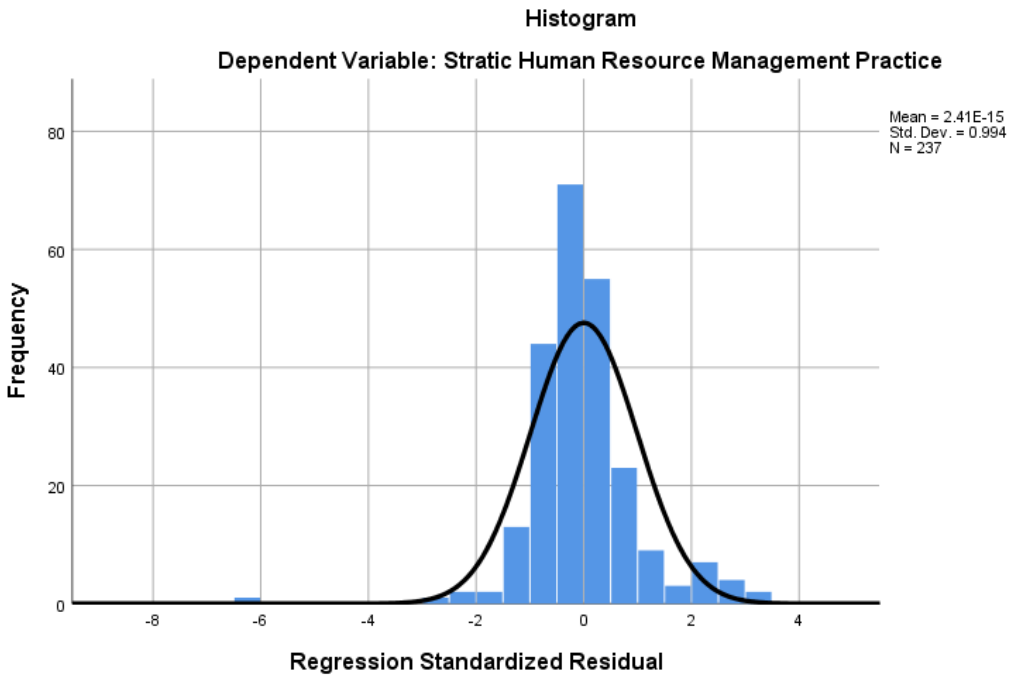
Table 4.13:- Normality Test Result for SHRM

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Stratic Human Resource Management Practice	.354	237	.000	.612	237	.000
Competitive Strategic goals and objectives	.336	237	.000	.616	237	.000
Market Position and Differentiation	.097	237	.000	.967	237	.000
Internal processes and culture	.094	237	.000	.966	237	.000

a. Lilliefors Significance Correction

Note: Source SPSS output from survey data, 2023



Note: Source SPSS output from survey data, 2023

In the context of linear regression analysis, if the residuals (or error terms) are normally distributed, we expect the histogram to exhibit a bell-shaped curve. For both the Kolmogorov-Smirnov test and the Shapiro-Wilk test, if the resulting p-value is greater than 0.05 (at a 5% significance level), we do not reject the null hypothesis of normality. Conversely, if the p-value is less than 0.05, we reject the null hypothesis and conclude that the error terms deviate from a normal distribution.

Therefore, the test hypotheses for both the Kolmogorov-Smirnov test and the Shapiro-Wilk test are:

Null hypothesis (H0): The error term follows a normal distribution.

Alternative hypothesis: The error term does not follow a normal distribution.

The decision rule is to reject the null hypothesis if the p-value obtained from either test is less than the specified significance level of 0.05. Otherwise, we do not reject the null hypothesis, suggesting that the error term can be considered normally distributed.

Based on these results, we reject the null hypothesis, which assumes that the error term follows a normal distribution. Instead, we conclude that the error terms do not conform to a normal distribution.

4.4.3. Reliability Statistics Test

In Table 4.14, the researchers calculated the Cronbach's alpha scores for all the variables included in the study. They reported that the alpha scores were within the acceptable level of reliability of 0.70, as proposed by Nunnally (1967 & 1978). This indicates that the items within the scales used to measure factors affecting and bank competitiveness exhibited a satisfactory level of internal consistency. The alpha scores being above the threshold value of 0.70 suggest that the measurement instrument used in the study demonstrated good reliability.

While reliability is essential for ensuring the consistency of the instrument, it is important to note that reliability alone does not guarantee validity. Validity goes beyond reliability and focuses on whether the instrument accurately measures the intended constructs or concepts. Assessing the validity of a measurement instrument involves various approaches, such as content validity, construct validity, and criterion validity, among others.

Table 4.14:-Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.762	.775	237

Note: Source SPSS output from survey data, 2023

4.4.4. Correlation Statistics

Statistic Correlation statistics is a method of assessing the relationship between variables/factors. To be precise, it measures the extent of association between the ordering of two random variables. Thus, the study analyzed the relationships that are inherent among the independent and dependent variables as well as among the independent variables/factors. The results regarding this were summarized and presented in Table 4.15.

In the study, correlation analysis was employed to examine the relationships between variables or factors. Specifically, it aimed to assess the extent of association between the ordering of two random variables. To achieve this, the study utilized composite scores of latent variables or conceptual variables. A composite score combines multiple individual variables into a single score, providing a comprehensive representation of the latent construct.

The analysis considered both independent and dependent variables, as well as the relationships among the independent variables/factors. These latent variables capture underlying dimensions or constructs that cannot be directly measured but are inferred from observable indicators.

As shown in the table below a totral of 4 variables are used.

Table 4.15:- Correlations Table

Inter-Item Correlation Matrix

	Strategic Human Resource Management Practice	Competitive Strategic goals and objectives	Market Position and Differentiation	Internal processes and culture
Strategic Human Resource Management Practice	1.000	.885	.078	-.062
Competitive Strategic goals and objectives	.885	1.000	.204	-.096
Market Position and Differentiation	.078	.204	1.000	.384
Internal processes and culture	-.062	-.096	.384	1.000

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

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

Note: Source SPSS output from survey data, 2022

4.5. Results of Regression Analysis

4.5.1. Regression on the Effect of SHRM on Competitiveness

A first linear regression model was used to predict on one hand the dependent variable of Strategic Human Resource Management in the study and on the other hand, the prediction was

carried out basing on the effect of the three independent variables factors: Competitive, Strategic goals and objectives, Market Position and Differentiation and Internal processes and culture.

In addition to the above, the β coefficients for each independent variable caused from the model was subjected to a t-test to analysis each of the hypotheses under study.

Table 4. 16:-Model Summary for the Effect of SHRM on Competitiveness

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894[a]	.799	.796	.46153	1.357

a. Predictors: (Constant), Market Position and Differentiation, Competitive Strategic goals and objectives, Internal processes and culture

b. Dependent Variable: Stratic Human Resource Management Practice

Note: Source SPSS output from survey data, 2023

The ANOVA and the regression model as presented in tables 4.15 the result shows that the R square with a value of 0.799 implies that about 79.9% of the changes in Strategic Human Resource Management could only be explained by repressors namely; Competitive, Strategic goals and objectives, Market Position and Differentiation and Internal processes and culture. The remaining percent could be explained by other factors not included in the model.

Table 4.17:-ANOVA[a] Model for the Effect of SHRM on Competitiveness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197.333	3	65.778	308.805	.000[b]
	Residual	49.631	233	.213		
	Total	246.964	236			

a. Dependent Variable: Stratic Human Resource Management Practice

b. Predictors: (Constant), Market Position and Differentiation, Competitive Strategic goals and objectives, Internal processes and culture

Source: SPSS Output from survey data, 2023

The ANOVA model in table 4.17 showed that the regression model was also adequate. The effect size of the regression model was shown to be over 197.33 that contributed by the residual mean sum of squares. The F-ratio was 308.508 this represented the effect size of the regression model and was significant with a p-value of 0.000.

In Table 4.17, the ANOVA model was used to assess the adequacy of the regression model. The effect size of the regression model, as indicated by the residual mean sum of squares, was found to be over 197.33. This value represents the amount of variability in the dependent

variable (outcome) that is explained by the independent variables (predictors).

The F-ratio, which was calculated as 308.508, is a statistical measure that represents the effect size of the regression model. It compares the variability explained by the regression model to the variability not explained by the model. In this case, the obtained F-ratio was significant, as indicated by the associated p-value of 0.000. A significant F-ratio suggests that the regression model has a meaningful and statistically significant effect on the dependent variable.

In summary, the results from Table 4.16 indicate that the regression model is adequate, as evidenced by a large effect size (over 197.33) and a significant F-ratio (308.508 with a p-value of 0.000). This suggests that the independent variables included in the regression model have a substantial impact on explaining the variability in the dependent variable.

Table 4.18:- Coefficients Model for the Effect of SHRM on Competitiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.934	.284		3.287	.001
	Competitive Strategic goals and objectives	1.135	.038	.921	30.132	.000
	Internal processes and culture	.088	.036	.080	2.475	.014
	Market Position and Differentiation	.910	.213	-.141	-4.281	.000

a. Dependent Variable: Stratic Human Resource Management Practice

Source: SPSS Output from survey data, 2023

The regression results in table 4.18 show that each of the predicted parameters in relation to the independent factors were significant; $\beta 1 = 0.921$ (p-value = 0.000 which is less than $\alpha = 0.05$). This implies that for each unit increase in Competitive Strategic Goals and Objectuve of the bank, there is up to 0.921 unit increase in Strategic Human Resource Management.

The regression results in table 4.18 show that each of the predicted parameters in relation to the independent factors were significant; $\beta 2 = 0.80$ (p-value = 0.000 which is less than $\alpha = 0.05$). This implies that for each unit increase in internal processes and culture, there is up to 0.80 unit increase in Strategic Human Resource Management.

The regression results in table 4.18 also shows that $\beta 3 = -0.141$ (p-value = 0.000 which is less than $\alpha = 0.05$). which indicates that there is negative and significant relationship between market position and differentiation and Strategic Human Resource Management. This implies that for each unit increase in market position and differentiation, there is up to 0.141 unit decrease in Strategic Human Resource Management.

4.5.2. Regression on the Effect of SHRM on Market Share

A second linear regression model was used to predict on one hand the dependent variable of Strategic Human Resource Management in the study and on the other hand, the prediction was carried out basing on the effect of the three independent variables factors that could explain market share: market share strategic goals and objectives, customer acquisition and retention and market dynamics and responsiveness.

In addition to the above, the β coefficients for each independent variable caused from the model was subjected to a t-test to analysis each of the hypotheses under study.

Table 4.19:-Model Summary for the Effect of SHRM on market share

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.727[a]	.529	.523	.70655	.594

a. Predictors: (Constant), Market Dynamics and Responsiveness:, Market Share Strategic goals and objectives, Customer Acquisition and Retention:

b. Dependent Variable: Stratic Human Resource Management Practice

Note: Source SPSS output from survey data, 2023

The ANOVA and the regression model as presented in tables 4.19 the result shows that the R square with a value of 0.529 implies that about 52.9% of the changes in market share could only be explained by oredictor namely; market share strategic goals and objectives, customer acquisition and retention and market dynamics and responsiveness.

The remaining percent could be explained by other factors not included in the model.

Table 4.20:-ANOVA[a] Model for the Effect of SHRM on market share

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.646	3	43.549	87.233	.000[b]
	Residual	116.318	233	.499		
	Total	246.964	236			

a. Dependent Variable: Stratic Human Resource Management Practice

b. Predictors: (Constant), Market Dynamics and Responsiveness:, Market Share Strategic goals and objectives, Customer Acquisition and Retention:

Source: SPSS Output from survey data, 2023

The ANOVA model in table 4.20 showed that the regression model was also adequate. The effect size of the regression model was shown to be over 130.646 that contributed by the residual mean sum of squares. The F-ratio was 87.233 this represented the effect size of the regression model and was significant with a p-value of 0.000.

Table 4.21:- Coefficients Model for the Effect of SHRM on market share

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.760	.376		-7.345	.000
	Market Share Strategic goals and objectives	.966	.125	.348	7.728	.000
	Customer Acquisition and Retention:	.165	.041	-.184	-3.993	.000
	Market Dynamics and Responsiveness:	2.034	.170	.551	11.951	.000

a. Dependent Variable: Stratic Human Resource Management Practice

Source: SPSS Output from survey data, 2023

The regression results in table 4.21 show that each of the predicted parameters in relation to the independent factors were significant; $\beta 1 = 0.348$ (p-value = 0.000 which is less than $\alpha = 0.05$). This implies that for each unit increase in market share strategic goals and objectives of the bank, there is up to 0.348 unit increase in Strategic Human Resource Management.

The regression results in table 4.21 show that each of the predicted parameters in relation to the independent factors were significant; $\beta 2 = -0.184$ (p-value = 0.000 which is less than $\alpha = 0.05$). This implies that for each unit increase in customer acquisition and retention, there is up to 0.184 unit decrease in Strategic Human Resource Management.

The regression results in table 4.21 also shows that $\beta 3 = 0.551$ (p-value = 0.000 which is less than $\alpha = 0.05$). which indicates that there is positive and significant relationship between market dynamics and responsiveness and Strategic Human Resource Management. This implies that for each unit increase in market dynamics and responsiveness, there is up to 0.551 unit decrease in Strategic Human Resource Management.

4.5.3. Regression on the Effect of Market Share on Competitiveness

The third and the last linear regression model was used to predict on one hand the dependent variable of market share in the study and on the other hand, the prediction was carried out basing on the effect of the three independent variables factors that could explain competitiveness: Competitive, Strategic goals and objectives, Market Position and Differentiation and Internal processes and culture.

In addition to the above, the β coefficients for each independent variable caused from the model was subjected to a t-test to analysis each of the hypotheses under study.

Table 4.22:-Model Summary for the Effect of market share on Competitiveness

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.933[a]	.871	.870	.09025	.647

a. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

b. Dependent Variable: Market Share

Note: Source SPSS output from survey data, 2023

The ANOVA and the regression model as presented in tables 4.22 the result shows that the R square with a value of 0.871 implies that about 87.1% of the changes in market share could only be explained by predictors namely; Competitive, Strategic goals and objectives, Market Position and Differentiation and Internal processes and culture. The remaining percent could be explained by other factors not included in the model.

Table 4.23:-ANOVA[a] Model for the Effect of Market Share on Competitiveness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.844	3	4.281	525.582	.000[b]
	Residual	1.898	233	.008		
	Total	14.742	236			

a. Dependent Variable: Market Share

b. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

Source: SPSS Output from survey data, 2023

The ANOVA model in table 4.23 showed that the regression model was also adequate. The effect size of the regression model was shown to be over 12.844 that contributed by the residual mean sum of squares. The F-ratio was 525.582 this represented the effect size of the regression model and was significant with a p-value of 0.000.

Table 4.24:- Coefficients Model for the Effect of market share on Competitiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.014	.056		-.250	.803
	Competitive Strategic goals and objectives	.198	.007	.658	26.879	.000
	Market Position and Differentiation	.878	.042	.557	21.118	.000
	Internal processes and culture	.030	.007	-.111	-4.262	.000

a. Dependent Variable: Market Share

Source: SPSS Output from survey data, 2023

The regression results in table 4.24 show that each of the predicted parameters in relation to the independent factors were significant; β1= 0.658 (p-value = 0.000 which is less than α = 0.05). This implies that for each unit increase in Competitive Strategic Goals and Objectuve of the bank, there is up to 0.921 unit increase in market share.

The regression results in table 4.24 show that each of the predicted parameters in relation to the independent factors were significant; β2= 0.557 (p-value = 0.000 which is less than α = 0.05). This implies that for each unit increase in internal processes and culture, there is up to 0.557 unit increase in market share.

The regression results in table 4.24 also shows that β3 = -0.111 (p-value = 0.000 which is less than α = 0.05). which indicates that there is negative and significant relationship between market position and differentiation and market share. This implies that for each unit increase in market position and differentiation, there is up to 0.111 unit decrease in market share.

4.5.4. Moderated mediation effect of Market Share

Moderated mediation analysis is a valuable statistical technique that allows researchers to explore the interplay between variables while considering the influence of a moderating variable. The Hayes Process Macro is a widely used tool for conducting moderated mediation analysis. In this introduction, we will focus on interpreting a regression table produced by the Hayes Process Macro to understand the moderated mediation effect of market share.

The Hayes Process Macro enabled the researcher to investigate the conditional indirect effects of a mediator variable in the presence of a moderator variable. It estimates the direct and indirect effects of market share on an outcome variable, mediated by one or more mediator variables, while accounting for the moderating influence of another variable.

Table 4.25:- Market Share (MSHR) onto Customer Acquisition and Retention (CAR)

```
OUTCOME VARIABLE:
 MSHR

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6605      .4363      .0386    60.3700     3.0000   234.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1.0238      .0747    13.7078      .0000      .8767     1.1710
SHRM          .3359      .0435     7.7204      .0000      .2502      .4216
CAR           .1535      .0385     3.9834      .0001      .0776      .2294
Int_1        -.1136      .0260    -4.3728      .0000     -.1648     -.0624
```

Source: SPSS Output from survey data, 2023

The first portion of the output contains the regression of Market Share (MSHR) onto Customer Acquisition and Retention (CAR), Strategic Human Resource Management, and their

interaction. The interaction between Customer Acquisition and Retention (CAR), Strategic Human Resource Management was statistically significant (b=-.136, s.e.=.0260, p<.05), suggesting that market share moderates the effect of Strategic human resource management on competitiveness.

The interaction between Customer Acquisition and Retention (CAR) and Strategic Human Resource Management was found to be statistically significant. This suggests that market share moderates the effect of SHRM on competitiveness. In other words, the impact of SHRM on competitiveness depends on the level of customer acquisition and retention.

Table 4.26:- CAR at 3 points along the scale of the moderator

```
Conditional effects of the focal predictor at values of the moderator(s):

  CAR     Effect         se          t          p       LLCI       ULCI
1.3800     .1704       .0142     12.0269      .0000      .1425      .1984
1.8400     .1233       .0142      8.6580      .0000      .0952      .1513
3.9920     .0975       .0627      1.5569      .0208      .2210      .0259
```

Source: SPSS Output from survey data, 2023

These are simple slopes of the relationship between SHRM and CAR at 3 points along the scale of the moderator (using the conventional "pick-a-point" approach of Hayes (2018).

At -1SD on CAR, the effect was positive and significant (b=.1704, s.e.=.0142, p<.05). At the mean of CAT, the effect of SHRM was positive and significant (b=.1233, s.e.=.0142, p<.05). At +1SD of CAT, SHRM was a significant positive predictor (b=.0975, s.e.=.0627, p<.05). Nevertheless, we see that the slopes are becoming less positive as we move from low to high CAT.

By examining the simple slopes at different points along the scale of the moderator (CAR), we can understand the relationship between SHRM and CAR. The findings indicate that at low levels of CAR, SHRM has a strong positive effect on competitiveness. As CAR increases, the positive effect of SHRM becomes less pronounced. This suggests that the relationship between SHRM and competitiveness weakens as CAR increases.

Table 4.27:-Regression of competitiveness variable onto market share and SHRM

```
OUTCOME VARIABLE:
 MPD
Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7609      .5789      .0108    80.0846     4.0000   233.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .7735      .0530    14.5827      .0000      .6690      .8780
SHRM         -.1279      .0258    -4.9621      .0000     -.1787     -.0771
MSHR          .6052      .0346    17.5029      .0000      .5371      .6733
CAR          -.0428      .0211    -2.0340      .0431     -.0843     -.0013
Int_1         .0286      .0143     1.9998      .0467      .0004      .0568
```

Source: SPSS Output from survey data, 2023

This portion of the output contains the regression of competitiveness variable onto market share and SHRM. The variable used as a measure of competitiveness is Market dynamics and responsiveness. Both SHRM and market share were positive and significant predictors of MPD (both p's<.05). This suggests that effective SHRM practices and higher market share contribute to enhanced competitiveness through improved market dynamics and responsiveness.

The regression analysis of the competitiveness variable (Market Dynamics and Responsiveness) onto market share and SHRM reveals important insights. Both market share and SHRM were found to be positive and significant predictors of competitiveness. This implies that effective SHRM practices and higher market share contribute to enhanced competitiveness by improving market dynamics and responsiveness.

4.5.5. Summary of Result of Regression Analysis

The results of the regression analysis provide valuable insights into the relationships between strategic human resource management (SHRM), competitiveness, and market share.

Regarding the effect of SHRM on competitiveness, the regression model accounts for approximately 79.9% of the variations in Strategic Human Resource Management. This model is statistically significant, indicating that the findings are reliable. The independent variables, including Competitive Strategic goals and objectives, Internal processes and culture, and Market Position and Differentiation, have significant coefficients. Specifically, Competitive Strategic goals and objectives positively influence SHRM, suggesting that focusing on strategic goals and objectives enhances HR management practices. Similarly, Internal processes and culture positively affect SHRM, highlighting the importance of a positive organizational culture and effective internal processes. On the other hand, Market Position and Differentiation have a negative impact on SHRM, indicating that a higher emphasis on market position and differentiation may lead to a decrease in HR management effectiveness.

Turning to the effect of SHRM on market share, the regression model explains approximately 52.9% of the changes in market share. The model is statistically significant, reinforcing the validity of the results. The independent variables, including Market Share Strategic goals and objectives, Customer Acquisition and Retention, and Market Dynamics and Responsiveness, demonstrate significant coefficients. Market Share Strategic goals and objectives positively influence SHRM, implying that aligning HR strategies with market share goals can enhance overall performance. Conversely, Customer Acquisition and Retention negatively affect SHRM, suggesting that excessive focus on customer acquisition and retention may hinder HR management effectiveness. Market Dynamics and Responsiveness positively impact SHRM,

emphasizing the importance of adaptability and responsiveness to market changes in HR practices.

Finally, considering the effect of market share on competitiveness, the regression model accounts for approximately 87.1% of the variations in market share. The model is statistically significant, signifying the robustness of the findings. The independent variables, including Competitive Strategic goals and objectives, Market Position and Differentiation, and Internal processes and culture, exhibit significant coefficients. Competitive Strategic goals and objectives positively influence market share, indicating that an emphasis on strategic goals and objectives can lead to increased market share. Market Position and Differentiation also positively affect market share, highlighting the importance of positioning and differentiation strategies in achieving higher market share. However, Internal processes and culture have a negative impact on market share, suggesting that an excessive focus on internal processes and culture might compromise market share growth.

Moderated mediation analysis, facilitated by the Hayes Process Macro, enables researchers to examine the interplay between variables while considering the influence of a moderating variable. In this study, the focus is on interpreting a regression table generated by the Hayes Process Macro to understand the moderated mediation effect of market share. The analysis reveals that market share moderates the effect of Strategic Human Resource Management (SHRM) on competitiveness, with a statistically significant interaction term. Further examination of the relationship between SHRM and Customer Acquisition and Retention (CAR) at different points along the moderator scale demonstrates positive and significant effects. Additionally, the regression analysis shows that both SHRM and market share are positive and significant predictors of competitiveness, as measured by Market dynamics and responsiveness. These findings suggest that effective SHRM practices and higher market share contribute to enhanced competitiveness through improved market dynamics and responsiveness.

In conclusion, the regression analysis reveals significant relationships between SHRM, competitiveness, and market share. These findings emphasize the importance of aligning HR strategies with strategic goals, maintaining a positive organizational culture, and considering market dynamics to enhance competitiveness and achieve higher market share.

4.6. Result from Interview

To complement the quantitative analysis, qualitative insights were gathered through interviews conducted with branch managers, customer service managers, and auditors from ten selected

banks, namely Awash Bank, Wegagen Bank, Abyssinia Bank, Oromia Bank, Nib Bank, Berhan International Bank, Cooperative Bank of Oromia, Debub Global Bank, Dashen Bank, and United Bank operatibg in Gurage Zone. These interviews aimed to gain an in-depth understanding of strategic human resources management (HRM) practices and their impact on organizational competitiveness within the banking industry. The responses provided by the participants shed light on various aspects of HR practices within their respective banks. The key findings from these interviews are summarized below:

Regarding the definition and measurement of organizational competitiveness, the interviewee explained that in the banking industry, competitiveness is defined as the ability to effectively meet customer needs, provide superior products and services, and maintain a strong market position. Measuring competitiveness involves evaluating market share, customer satisfaction, financial performance, and benchmarking against competitors.

The interviewee highlighted several key strategic HRM practices that have a significant impact on organizational competitiveness in the banking industry. These practices include talent acquisition and retention, performance management, training and development, compensation and rewards, and fostering a culture of innovation.

In terms of incorporating market share into the analysis of the effect of strategic HRM practices, the interviewee emphasized that market share is a crucial factor. The bank regularly conducts market share analysis to assess the impact of HR initiatives on the bank's competitive position. An example was shared by the interviewee, illustrating how their bank implemented a talent development program that identified high-potential employees and provided them with specialized training and growth opportunities. This practice enhanced the bank's competitiveness by nurturing a skilled workforce and ensuring a talent pipeline for critical roles.

The interviewee emphasized the importance of data-driven decision-making and alignment with the bank's overall business strategy. The bank collects and analyzes HR metrics and market share data to evaluate the effectiveness of HR practices and align them with strategic objectives.

The bank promotes a culture of innovation and creativity within its HR practices by encouraging employees to contribute ideas, implementing flexible work arrangements, and fostering a learning environment, as explained by the interviewee.

Striking a balance between employee needs and organizational competitiveness was highlighted as crucial by the interviewee. The bank values employee feedback, ensures fair

compensation, and provides growth opportunities while aligning HR practices with strategic goals.

Challenges in implementing strategic HRM practices were acknowledged, such as resistance to change and adapting to evolving regulations. The bank overcame these challenges by involving stakeholders, providing training and communication, and staying updated with relevant laws and regulations.

The interviewee mentioned that the bank prioritizes HRM practices based on their potential impact on organizational competitiveness. The selection process takes into account strategic goals, market trends, and employee feedback to optimize resource allocation.

The interviewee emphasized the bank's focus on employee training and development, including leadership development, technical skills training, and cross-functional exposure, to enhance employee capabilities and ultimately contribute to the bank's competitiveness.

The bank's strategic HRM practices were highlighted as setting it apart from competitors. The interviewee emphasized the bank's strong focus on talent acquisition and development, employee engagement, and fostering a customer-centric culture, which significantly impact organizational competitiveness.

Looking ahead, the interviewee anticipated an increasing emphasis on agile HR practices, leveraging technology and data analytics for decision-making, and adapting to changing workforce dynamics. The bank aims to stay ahead of the curve by continuously monitoring industry trends and innovating HR practices.

These findings from the interview provide valuable qualitative insights that complement the quantitative analysis, offering a comprehensive understanding of the strategic HRM practices and their impact on organizational competitiveness in the banking industry.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The study's results provide valuable insights into various aspects of the bank's Strategic Human Resource Management (SHRM) practices and their impact on competitiveness and market share.

Based on the descriptive statistics, respondents generally exhibit a positive understanding and agreement with the bank's SHRM practices, although there is a moderate level of variability in opinions. This suggests that while there is a general consensus, individual perspectives may differ on specific aspects of SHRM. The communication of SHRM practices is perceived as ineffective, indicating the need for improvement in conveying these practices to employees and stakeholders. Respondents also identify inconsistencies and unfairness in SHRM practices across departments and levels, despite strongly agreeing that the bank's practices are consistent and fair. This highlights a perception gap and the importance of addressing the identified inconsistencies to promote a stronger sense of fairness.

In terms of attracting and retaining talent, the bank's SHRM practices are perceived as moderately effective. While the practices show some success, there is room for improvement to enhance these outcomes further. Additionally, the provision of training, development, and engagement opportunities is generally perceived as adequate, contributing to employee engagement and motivation. However, individual perspectives may vary, indicating the need for personalized approaches in these areas.

Moving on to the regression analysis, it reveals significant relationships between SHRM, competitiveness, and market share. The model explains a substantial amount of variation in SHRM and its impact on competitiveness and market share. Focusing on competitive strategic goals and objectives positively influences SHRM, emphasizing the importance of aligning HR strategies with strategic goals. Similarly, a positive organizational culture and effective internal processes contribute to SHRM effectiveness. However, a higher emphasis on market position and differentiation may decrease HR management effectiveness.

Regarding market share, aligning SHRM with market share goals positively impacts overall performance. Excessive focus on customer acquisition and retention, on the other hand, may hinder SHRM effectiveness. Adaptability and responsiveness to market dynamics positively influence SHRM, underscoring the importance of flexibility in HR practices.

Lastly, the effect of market share on competitiveness demonstrates that an emphasis on strategic goals and objectives leads to increased market share. Positioning and differentiation strategies also positively affect market share, while excessive focus on internal processes and culture may compromise market share growth.

In conclusion, the study's findings highlight the importance of improving communication of SHRM practices and addressing inconsistencies and unfairness within the organization. While the bank's SHRM practices show some success in attracting and retaining talent, there is room for enhancement. Adequate provision of training, development, and engagement opportunities contributes to employee engagement and motivation. Moreover, aligning HR strategies with strategic goals, fostering a positive organizational culture, and considering market dynamics are crucial for enhancing competitiveness and achieving higher market share. These insights provide a foundation for future strategic improvements in the bank's SHRM practices to drive organizational success.

Based on the study, the role of market share in the relationship between Strategic Human Resource Management (SHRM) practices and organizational competitiveness can be examined from both mediating and moderating perspectives.

As a mediator, market share plays an important role in linking SHRM practices to organizational competitiveness. The analysis reveals that SHRM significantly influences market share, indicating that the bank's HR strategies, such as aligning goals and objectives with market share targets and ensuring responsiveness to market dynamics, positively impact the organization's ability to capture a larger market share. This suggests that effective SHRM practices can contribute to improving the bank's competitiveness through their influence on market share.

Additionally, market share also acts as a potential moderator in the relationship between SHRM and organizational competitiveness. The analysis indicates that market share has a significant effect on competitiveness, both directly and as an interaction term with SHRM practices. This suggests that the impact of SHRM on competitiveness may vary depending on the level of market share. In other words, the relationship between SHRM and competitiveness may be influenced by the bank's current market position and the level of differentiation it achieves. The findings suggest that while SHRM practices positively impact competitiveness, the effectiveness of these practices may be influenced by the bank's market share.

Overall, the regression results provide valuable insights into the mediating and moderating role of market share in the relationship between SHRM practices and organizational

competitiveness. Understanding this dynamic relationship can help the bank make informed strategic decisions, such as leveraging SHRM practices to enhance market share and developing tailored HR strategies based on the bank's current market position. Further research and analysis are recommended to gain a deeper understanding of the mechanisms through which market share mediates and moderates the relationship between SHRM and organizational competitiveness, allowing for more targeted and effective HR management strategies.

5.2. Recommendation

5.2.1. For Banks

- Foster a strategic approach to human resource management by aligning HR practices with the organization's overall strategic goals and objectives.
- Invest in effective communication strategies to ensure that SHRM practices are clearly and consistently communicated to employees and stakeholders.
- Continuously assess and address inconsistencies and unfairness in SHRM practices across departments and levels to promote a stronger sense of fairness and equity.
- Enhance talent attraction and retention efforts by offering competitive compensation packages, providing ample training and development opportunities, and creating a positive work environment that fosters employee engagement and motivation.
- Leverage HR analytics and technology to gain insights into employee performance and effectively measure the impact of SHRM practices on organizational competitiveness.

5.2.2. For Different Stakeholders

- Employees: Actively engage in professional development opportunities and take advantage of the training and development initiatives provided by the bank. Provide feedback on SHRM practices and actively participate in organizational initiatives to enhance employee engagement and motivation.
- Management: Prioritize effective communication and transparency to ensure that SHRM practices are well-understood and consistently applied throughout the organization. Address identified inconsistencies and unfairness to create a fair and equitable work environment.
- Investors: Recognize the importance of strategic human resource management in driving organizational competitiveness. Evaluate the bank's SHRM practices and consider their alignment with strategic goals when assessing investment opportunities.

5.2.3. For Other Researchers

- Build upon this study by conducting further research to explore additional mediating and moderating factors in the relationship between SHRM and competitiveness.
- Investigate the impact of specific SHRM practices on organizational performance and identify best practices that can be shared across industries.
- Explore the role of other contextual factors, such as industry-specific dynamics and organizational culture, in shaping the relationship between SHRM and competitiveness.
- Conduct longitudinal studies to capture the long-term effects of SHRM practices on organizational competitiveness and market share.

Overall, the recommendations aim to promote a strategic and holistic approach to human resource management within banks, emphasizing the importance of effective communication, fairness, talent attraction and retention, and continuous improvement. By implementing these recommendations, banks can enhance their competitive advantage, foster a positive work environment, and drive sustainable organizational success.

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APPENDICES

Appendix-1

Wolkite University
We Strive for Wisdom!

College of Business and Economics

Department of Management

MBA-Program

Questionnaire prepared for Key Informants

Dear respondent, the purpose of this questionnaire is to collect data *on* ***"The effect of Strategic Human Resources Management Practices on Organizational Competitiveness: An Application of Market Share as Conditional Process Analysis (The case of selected private banks in Gurage zone)".*** The information gathered through this questionnaire will be used for research purpose. To this end, you are kindly requested to complete the questionnaire carefully and honestly. Your responses will be kept confidential.

General direction

- Please read the instructions carefully before you give response to any item of the questions.
- If you want to change any of your responses, make sure that you have cancelled the unwanted one.
- You do not need to write your name.

Thank you in advance for your kind cooperation

Section-I: Personal Information:

Direction: Indicate your response by putting this mark(x) on the space provided.

1. Sex: a) Male b) Female

2. Age: a) 20-30 b) 31-40 c) 41-50 d) 51-60

3. Educational qualification's

a) Diploma b) (BA/B.Sc./B.Ed.) Degree c) MA/MSc. Degree d) PHD

4. Marital status; Single Married Divorce Widowed

5. Job Position: _____

Section-II: Questions on the SHRM Effects

Questions					
Choose a number that best expresses you understanding about the statement, 1= Strongly Agree, 2=Agree, 3= Neural, 4=Disagree, 5=Strongly Disagree	**1**	**2**	**3**	**4**	**5**
SHRM practices of the bank:					
• The bank has a clear understanding of its SHRM practices.					
• The bank's SHRM practices are aligned with its overall business strategy.					
• The bank effectively communicates its SHRM practices to employees.					
• The bank's SHRM practices are consistent and fair across different departments and levels of the organization.					
• The bank's SHRM practices attract and retain high-quality talent.					
• The bank provides adequate training and development opportunities for employees through its SHRM practices.					
• The bank's SHRM practices encourage employee engagement and motivation.					
• The bank's SHRM practices promote diversity and inclusion in the workplace.					
• The bank adapts its SHRM practices to changing market conditions and emerging technologies.					
• The bank's SHRM practices balance short-term and long-term HR goals.					
• The bank's SHRM practices ensure ethical and legal compliance.					

• The bank measures the effectiveness of its SHRM practices through relevant metrics.					

Competitiveness of the bank:					
• The bank has a clear understanding of its competitiveness goals.					
• The bank effectively communicates its competitiveness goals to employees.					
• The bank's products and services are competitive in the marketplace.					
• The bank differentiates itself from competitors through its unique strengths and capabilities.					
• The bank monitors and analyzes industry trends and competitors' strategies to stay ahead of the curve.					
• The bank fosters a culture of innovation and creativity to drive competitiveness.					
• The bank balances short-term and long-term competitiveness goals.					
• The bank ensures sustainability and corporate social responsibility in pursuing competitiveness.					
• The bank builds and maintains strong relationships with stakeholders, including customers, employees, investors, regulators, and the community.					
• The bank effectively manages risks and uncertainties in pursuing competitiveness.					
• The bank aligns its competitiveness goals with its mission, vision, and values.					
• The bank measures the effectiveness of its competitiveness strategies through relevant metrics.					
Market Share of the Bank:					
• The bank has a clear understanding of its market share goals.					
• The bank effectively communicates its market share goals to employees.					

• The bank acquires and retains customers effectively to increase market share.					
• The bank expands into new markets and segments effectively to increase market share.					
• The bank leverages its brand and reputation effectively to increase market share.					
• The bank prices its products and services effectively to gain market share.					
• The bank promotes its products and services effectively to gain market share.					
• The bank collaborates with partners and alliances effectively to gain market share.					
• The bank responds to changes in market dynamics and customer needs effectively to maintain or increase market share.					
• The bank balances market share goals with profitability and other strategic objectives.					
• The bank evaluates and prioritizes market share opportunities and challenges effectively.					
• The bank ensures legal and ethical compliance in pursuing market share.					

Section-III: - Interview Questions

1. Can you describe your role and responsibilities in the Human Resources department of the bank?
2. How do you define and measure organizational competitiveness in the context of the banking industry?
3. In your opinion, what are the key strategic human resources management practices that have a significant impact on organizational competitiveness in the banking industry?
4. How do you incorporate the concept of market share into your analysis of the effect of strategic human resources management practices on organizational competitiveness?

5. Can you describe a specific example of how your bank has implemented a strategic human resources management practice that has positively impacted the bank's competitiveness?
6. How does your bank gather and analyze data on the effectiveness of its human resources management practices, particularly in relation to the bank's market share?
7. How do you ensure that the strategic human resources management practices implemented by your bank are aligned with the overall business strategy?
8. How does your bank encourage and promote a culture of innovation and creativity within its human resources management practices?
9. How do you balance the needs of employees with the need to maintain organizational competitiveness in the banking industry?
10. Can you describe any challenges that your bank has faced in implementing strategic human resources management practices, and how these challenges were overcome?
11. How do you ensure that the strategic human resources management practices implemented by your bank comply with relevant laws and regulations?
12. How does your bank prioritize the different strategic human resources management practices in order to optimize organizational competitiveness?
13. How does your bank handle employee training and development as a strategic human resources management practice, and what impact does this have on the bank's competitiveness?
14. Can you describe any differences in the strategic human resources management practices between your bank and its competitors, and how these differences impact organizational competitiveness?
15. What do you see as the future of strategic human resources management practices in the banking industry, and how will your bank stay ahead of the curve?

ወልቂጤ ዩኒቨርስቲ

የቢዝነስና ኢኮኖሚክስ ኮሌጅ

የማኔጅመንት የትምህርት ክፍል

የቢዝነስ አድሚኒስተሬሽን ድህረ-ምረቃ ፕሮግራም

ለባንኩ ሰራተኞች የተዘጋጀ የመለኪያ መጠይቅ

ውድ ሰራተኞች፡-የዚህ መጠይቅ ዋነኛ ዓላማ "የተመረጡ የጉራጌ ዞን የግል ባንኮች እስትራቴጂክ የሰው ሀብት አስተዳደር ልምምድ በባንኩ የንግድ ተፎካካሪነት ላይ ያለውን ተፅዕኖ የገበያ ድርሻን እንደ የሁኔታዊ ሂደት ትንታኔ በመጠቀም ማጥናት" በሚል ርዕስ ለሚሰራው ጥናት መረጃ ለመሰብሰብ ነው፡፡ በመሆኑም ከመጠይቁ የሚገኘው ምላሽ ለዚህ ጥናት የሚያገለግል እንጂ ለሌላ ዓላማ አይውልም፡፡ የአንተ/ቺ የመጠይቁ ትክክለኛ ምላሽም የዚህ ጥናት ውጤት ተቀባይነት እንዲኖረው ከፍተኛ ጠቀሜታን ያበረክታል፡፡ ስለዚህ ምላሾችህ/ሽ የራስክን/ሽን ሃሳብ ብቻ በትክክል የሚያንጸባርቁና የሚገልጹ እንዲሆኑ ያስፈልጋል፡፡ ጊዜህን/ሽን ለዚህ ጥናት መጠይቅ ሰጥተህ/ሽ ጥያቄዎችን በትዕግስት በማንበብ ምላሽ እንድትሰጥ/ጪ ስጠይቅ ለምታደርግልኝ/ጊልኝ ቀና ትብብር በቅድሚያ ከልብ አመሰግናለሁ፡፡

ማሳሰቢያ፡-

ሀ. ለመጠይቁ የምትሰጠው/ጪው የትኛውም መልስ ትክክል ወይንም ስህተት አለመሆኑን ማወቅ አለብህ/ሽ

ለ. የጽሁፍ መጠይቁን ከሌላ ጓደኛ ጋር ተመካክሮ መመላት አይፈቀድም፡፡

ሐ. መጠይቁን ስትሞላ/ስትሞይ በቅድሚያ መጠይቁን በትኩረት በማንበብ በተቻለ መጠን ምላሽህ/ሽ ከስርዝ ድልዝ የጸዳ እንዲሆን ጥረት አድርግ/ጊ፡፡

መ. ስም መፃፍ አያስፈልግም፡፡

ተግባር-I: የግል መረጃ

1. ፆታ: a) ወንድ ☐ b) ሴት ☐

2. እድሜ: a) 20-30 ☐ b) 31-40 ☐ c) 41-50 ☐ d) 51-60 ☐

3. የትምህርት ደረጃ

a) ዲፕሎማ ☐ b) (BA/B.Sc./B.Ed.) ዲግሪ ☐ c) MA/M.sc ዲግሪ ☐ d) ☐
PHD

4. የጋብቻ ሁኔታ; ያላገባ ☐ ሌላ ☐ ☐

5. የስራ ድርሻ፡ _____

ተግባር-II: በባንኩ የሰው ሃብት አስተዳደር ዙሪያ የተዘጋጀ ጥያቄ

መመሪያ፡ በሚቀጥለው ሰንጠረዥ ውስጥ 36 በሶስት ጎራ የተከፈሉ ጥያቄዎች ቀርበዋል። ለእያንዳንዱ ጥያቄዎችም አምስት አምስት አማራጭ የስምምነት ደረጃዎች መልሶች ተሰጥተዋል። የጥያቄዎቹ አማራጭ መልሶችም በቁጥር የተሰየሙ ሲሆን እነሱም፡- 5=በጣም እስማማለሁ፣ 4=እስማማለሁ፣ 3=መካከለኛ፣ 2=አልስማማም እና 1=ጭራሽ አልስማማም የሚሉት ናቸው። በምትመርጠው/ጪው አማራጭ ጥያቄ ፊት ለፊት በሚገኘው ባዶ ቦታ ላይ የ"X" ምልክት አድርጉ።	1	2	3	4	5
የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደርን በተመለከተ					
1. ባንኩ ውስጥ ስለ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ግልፅ የሆነ አመለካከት አለ።					
2. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ ከአጠቃላይ የባንኩ የንግድ እስትራቴጂ ጋር የተስተካከለ ነው ማለት ይቻላል።					
3. ባንኩ የሚጠቀመውን እስትራቴጂካዊ የሰው ሃብት አስተዳደር ለሰራተኞች በሚገባ ያጋራል።					
4. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ በሁሉም የስራ ክፍል ላይ ተመሳሳይ እና ፍትሃዊነት ያለው ሊባል የሚችል ነው።					
5. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ ጥራት ያላቸውን ሰራተኞች የመሳብና የማቆየት አቅም አለው።					
6. ባንኩ በእስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምዱ በቂ የሆነ የትምህርትና ስልጠና እድል ለሰራተኞቹ ይሰጣል።					
7. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ የሰራተኞችን ተሳትፎና ተነሳሽነት ይጨምራል።					
8. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ በልዩነት አንድነትን እና አካታችነትን ያበረታታል።					

9. ባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምዱን ከተለዋዋጭ የገበያ ሁኔታና አዳዲስ ቴክኖሎጂዎች ጋር ያስማማል፡፡					
10. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ የአጭርና የረጅም ጊዜ የሰው ሃብት ግቦችን ሚዛናዊ አድርጎ የሚጓዝ ነው፡፡					
11. የባንኩ እስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምድ ህጋዊና ስነ-ምግባራዊ ተገዥነትን ያረጋግጣል፡፡					
12. ባንኩ የእስትራቴጂካዊ የሰው ሃብት አስተዳደር ልምምዱን ውጤታማነት በተዛማጅ መለኪያዎች ይለካል፡፡					
የባንኩ የገበያ ተፎካካሪነትን በተመለከተ					
1. ባንኩ ከሌሎች ባንኮች ስላለው የገበያ ተፎካካሪነት ግልፅ የሆነ አመለካከትና መግባባት አለ፡፡					
2. ባንኩ የሚጠቀመውን የተፎካካሪነት ግቦች ከሰራተኞቹ ጋር በሚገባ ያጋራል፡፡					
3. ባንኩ የሚሰጠው አገልግሎት በገበያው ውስጥ ተፎካካሪ ነው፡፡					
4. ባንኩን ከሌሎች ተፎካካሪ ባንኮች በመፎካከር ጥንካሬውና ችሎታው ልዩ ያደርገዋል፡፡					
5. ባንኩ የተፎካካሪዎችን እስትራቴጂ እና የኢንዱስትሪ ጥናት በመተንተንና በመቆጣጠር በፉክክሩ ውስጥ ቀዳሚ ለመሆን ጥረት ያደርጋል፡፡					
6. ባንኩ አዲስ ሃሳብና የፈጠራ ባህልን በማሳደግ በንግድ ተፎካካሪነቱን እያሳደገ ይገኛል፡፡					
7. ባንኩ የአጭርና የረጅም ጊዜ የተፎካካሪነት ግቦችን ሚዛናዊ አድርጎ የሚጓዝ ነው፡፡					
8. ባንኩ ማህበራዊ ኃላፊነትንና ቀጣይነት ያለውን እድገት በማረጋገጥ የንግድ ተፎካካሪነቱን በመቀጠል ላይ ነው፡፡					
9. ባንኩ ተፎካካሪነቱን ለመጨመር ከደንበኛ፣ ከሰራተኞች፣ ከኢንቬስተሮች፣ ከህግ አካላትና፣ ከማህበረሰቡ እንዲሁም ከሌሎች ባለድርሻ አካላት ጋር ጠንካራ ግንኙነት አለው፡፡					
10. ባንኩ ተፎካካሪነቱን ለማረጋገጥ አጠራጣሪና አደጋ ሊፈጥሩ የሚችሉ ጉዳዮችን በሚገባ እየተቆጣጠረ ይገኛል፡፡					
11. ባንኩ ያለውን የተፎካካሪነት ግቦች ከባንኩ ተልዕኮ, ራዕይ እና እሴቶች ጋር የተጣጣመ ነው፡፡					
12. ባንኩ የንግድ ተፎካካሪነቱን ውጤታማነት በተዛማጅ መለኪያዎች ይለካል፡፡					
የባንኩ የገበያ ድርሻን በተመለከተ					
1. ባንኩ በገበያ ውስጥ ስላለው የድርሻ መጠን ግልፅ የሆነ አመለካከትና መግባባት አለ፡፡					

2. ባንኩ ያለውን የገበያ ድርሻ እንዲሁም የወደፊት የድርሻ መጠን ግቦች ከሰራተኞቹ ጋር በሚገባ ያጋራል፡፡					
3. ባንኩ ጥራት ያላቸውን ሰራተኞች በመሳብና የማቆየት ያለውን የገበያ ድርሻ ለመጨመር ጥረት እያደረገ ይገኛል፡፡					
4. ባንኩ ወደ አዳዲስ የገበያ አማራጮች በመስፋፋት አጠቃላይ ያለውን የገበያ ድርሻ እየጨመረ ይገኛል፡፡					
5. ባንኩ ስሙንና ዝናውን በመጠቀም የገበያ ድርሻውን በሚገባ በመጨመር ላይ ነው፡፡					
6. ባንኩ ለሚሰጠው አገልግሎት ተመጣጣኝ የወለድ አገልግሎት በመስጠት የተሻለ የገበያ ድርሻ እያገኘ ይገኛል፡፡					
7. ባንኩ የሚሰጠውን አገልግሎት በሰራተኞቹ በኩል በማስተዋወቅ የተሻለ የገበያ ድርሻ እያገኘ ይገኛል፡፡					
8. ባንኩ ከሌሎች አጋር ድርጅቶች ጋር ባለው ጥምረትና አጋርነት የተሻለ የገበያ ድርሻ እያገኘ መቷል፡፡					
9. ባንኩ በገበያ ውስጥ የሚፈጠሩ ለውጦችንና የደንበኞችን ፍላጎት ከሰራተኞች ችሎታ ጋር በማጣመር ያለውን የገበያ ድርሻ በመጨመር እንዲሁም በመጠበቅ ላይ ይገኛል፡፡					
10. ባንኩ ትርፋማነትንና ሌሎች እስትራቴጂካዊ አላማዎችን ካለው የገበያ ድርሻ ጋር እኩል ትኩረት ሰጥቶ በማስኬድ ላይ ይገኛል፡፡					
11. ባንኩ በግምገማው ቅድሚያ የሚሰጣቸውን የገበያ ድርሻ ማሳደጊያ እድሎችንና የሚገጥሙ ተግዳሮቶች ላይ በትኩረት ይሰራል፡፡					
12. ባንኩ የሰራተኞች ህጋዊና ስነ-ምግባራዊ ተገዢነትን ለኬታማ የገበያ ድርሻ መጨመር ይጠቀምበታል፡፡					

SPSS Outputs

Descriptives

Notes

Output Created		17-MAY-2023 11:29:18
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=MSH1 CMP11 CMP7 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05
Variables Created or Modified	ZMSH1	Zscore: Understanding market share goals
	ZCMP11	Zscore: Aligns its competitiveness goals with its mission, vision, and values
	ZCMP7	Zscore: Bank balances short-term and long-term competitiveness goals

[DataSet1] C:\Users\YAB\Desktop\Working Data.sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation

Understanding market share goals	237	1.00	5.00	2.6709	1.66001
Aligns its competitiveness goals with its mission, vision, and values	237	1.00	5.00	3.1139	1.29196
Bank balances short-term and long-term competitiveness goals	237	1.00	5.00	2.4430	1.23591
Valid N (listwise)	237				

```
DESCRIPTIVES VARIABLES=CMP3 CMP4 CMP5
  /SAVE
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Notes

Output Created		17-MAY-2023 12:11:03
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=CMP3 CMP4 CMP5 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.03
Variables Created or Modified	ZCMP3	Zscore: Competitive products and services
	ZCMP4	Zscore: Differentiation from competitors through unique strengths and capabilities
	ZCMP5	Zscore: Monitors and analyzes industry trends to stay ahead

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Competitive products and services	237	1.00	5.00	3.1561	1.41005
Differentiation from competitors through unique strengths and capabilities	237	1.00	5.00	1.6287	1.06430
Monitors and analyzes industry trends to stay ahead	237	1.00	5.00	2.8186	1.34227
Valid N (listwise)	237				

```
DESCRIPTIVES VARIABLES=CMP2 CMP6 CMP8 CMP12 CMP10 CMP9
  /SAVE
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Notes

Output Created		17-MAY-2023 12:30:46
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=CMP2 CMP6 CMP8 CMP12 CMP10 CMP9 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.

Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.06
Variables Created or Modified	ZCMP2	Zscore: Effectively communicates its competitiveness goals
	ZCMP6	Zscore: Innovation and creativity to drive competitiveness
	ZCMP8	Zscore: Sustainability and corporate social responsibility in pursuing competitiveness
	ZCMP12	Zscore: Measure of effectiveness of its competitiveness through relevant metrics
	ZCMP10	Zscore: Managing risks and uncertainties
	ZCMP9	Zscore: Strong relationships with stakeholders

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Effectively communicates its competitiveness goals	237	1.00	5.00	3.3376	1.29372
Innovation and creativity to drive competitiveness	237	1.00	5.00	2.2616	1.33369
Sustainability and corporate social responsibility in pursuing competitiveness	237	1.00	5.00	3.0422	1.58593
Measure of effectiveness of its competitiveness through relevant metrics	237	1.00	5.00	2.8143	1.39586
Managing risks and uncertainties	237	1.00	5.00	2.6160	1.61568
Strong relationships with stakeholders	237	1.00	5.00	3.0633	1.24201
Valid N (listwise)	237				

```
DESCRIPTIVES VARIABLES=MSH1 MSH10 MSH11 MSH12
  /SAVE
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Notes

Output Created		17-MAY-2023 12:40:28
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=MSH1 MSH10 MSH11 MSH12 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.03
Variables Created or Modified	ZSco01	Zscore(MSH1) Understanding market share goals
	ZMSH10	Zscore: Balancing market share goals with profitability
	ZMSH11	Zscore: Evaluates and prioritizes opportunities and challenges
	ZMSH12	Zscore: Ensures legal and ethical compliance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation

Understanding market share goals	237	1.00	5.00	2.6709	1.66001
Balancing market share goals with profitability	237	1.00	5.00	2.8650	1.66936
Evaluates and prioritizes opportunities and challenges	237	1.00	5.00	3.1561	1.28093
Ensures legal and ethical compliance	237	1.00	5.00	2.8312	1.36116
Valid N (listwise)	237				

```
DESCRIPTIVES VARIABLES=MSH3 MSH4 MSH5 MSH6 MSH7 MSH8
  /SAVE
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Notes

Output Created		17-MAY-2023 12:42:14
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=MSH3 MSH4 MSH5 MSH6 MSH7 MSH8 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.08
Variables Created or Modified	ZMSH3	Zscore: Acquires and retains customers effectively
	ZMSH4	Zscore: Expanding into new markets and segments effectively

	ZMSH5	Zscore: Leveraging its brand and reputation effectively
	ZMSH6	Zscore: Priceing its products and services effectively
	ZMSH7	Zscore: Promoting its products and services effectively
	ZMSH8	Zscore: Collaborates with partners and alliances

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Acquires and retains customers effectively	237	1.00	5.00	3.2025	1.29908
Expanding into new markets and segments effectively	237	1.00	5.00	1.6287	1.12620
Leveraging its brand and reputation effectively	237	1.00	5.00	2.9578	1.32380
Priceing its products and services effectively	237	1.00	5.00	2.2574	1.33927
Promoting its products and services effectively	237	1.00	5.00	2.3207	1.08070
Collaborates with partners and alliances	237	1.00	5.00	2.9705	1.60612
Valid N (listwise)	237				

```
DESCRIPTIVES VARIABLES=MSH2 MSH9
  /SAVE
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Notes

Output Created		17-MAY-2023 12:43:20
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>

	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=MSH2 MSH9 /SAVE /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
Variables Created or Modified	ZMSH2	Zscore: Communicating market share goals
	ZMSH9	Zscore: Responding to changes in market dynamics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communicating market share goals	237	1.00	5.00	3.4262	1.32760
Responding to changes in market dynamics	237	1.00	5.00	3.1646	1.25310
Valid N (listwise)	237				

Frequencies

Notes

Output Created		17-MAY-2023 12:59:01
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=HRM1 HRM2 HRM3 HRM4 /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02

Statistics

		Understanding of its SHRM practices	SHRM practices and overall business strategy	Communicating SHRM practices to employees	Consistency of SHRM practices
N	Valid	237	237	237	237
	Missing	0	0	0	0

Frequency Table

Understanding of its SHRM practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	112	47.3	47.3	47.3
	Agree	75	31.6	31.6	78.9
	Neural	15	6.3	6.3	85.2
	Disagree	31	13.1	13.1	98.3
	Strongly Disagree	4	1.7	1.7	100.0
	Total	237	100.0	100.0	

SHRM practices and overall business strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	11.4	11.4	11.4
	Agree	38	16.0	16.0	27.4
	Neural	74	31.2	31.2	58.6
	Disagree	27	11.4	11.4	70.0
	Strongly Disagree	71	30.0	30.0	100.0

	Total	237	100.0	100.0	

Communicating SHRM practices to employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	42	17.7	17.7	17.7
	Agree	41	17.3	17.3	35.0
	Neural	85	35.9	35.9	70.9
	Disagree	6	2.5	2.5	73.4
	Strongly Disagree	63	26.6	26.6	100.0
	Total	237	100.0	100.0	

Consistency of SHRM practices

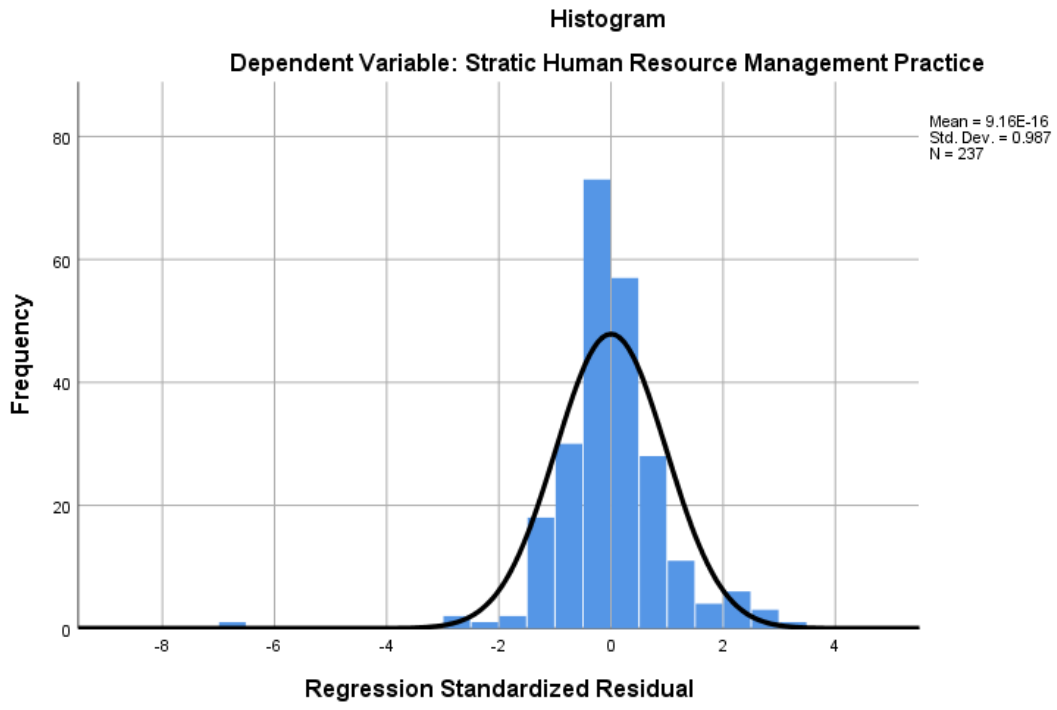
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	172	72.6	72.6	72.6
	Agree	46	19.4	19.4	92.0
	Neural	12	5.1	5.1	97.0
	Strongly Disagree	7	3.0	3.0	100.0
	Total	237	100.0	100.0	

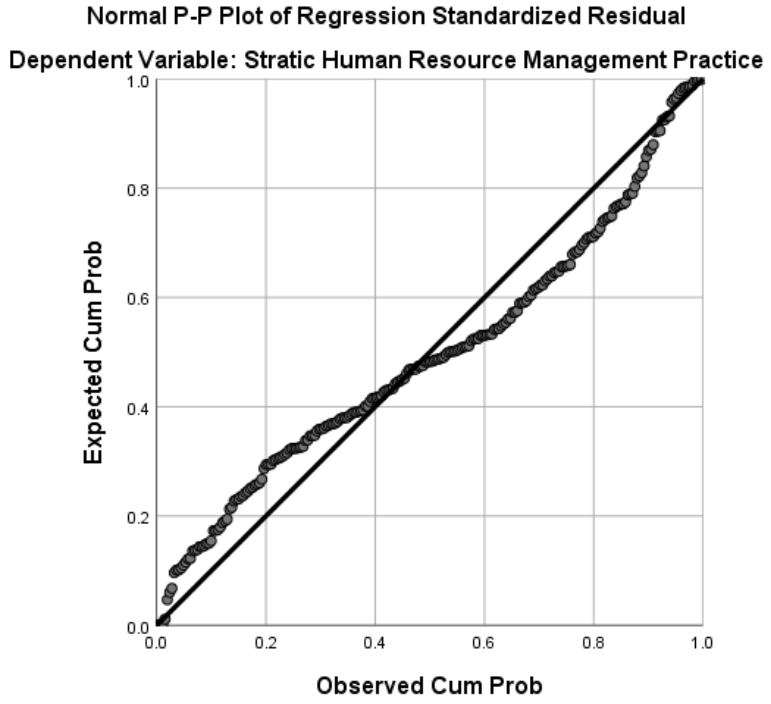
Regression

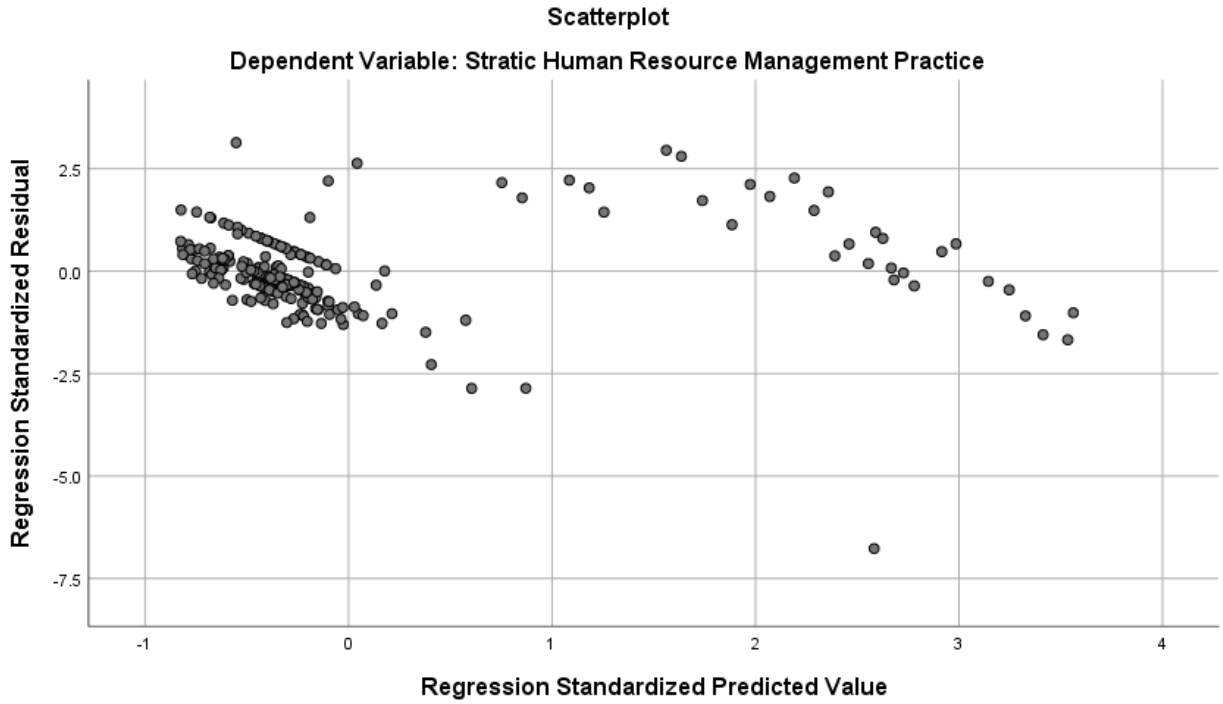
Notes

Output Created		17-MAY-2023 14:12:47
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.

Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT SHRM /METHOD=ENTER CSGO MPD IPC MSCSGO CAR MDR /SCATTERPLOT=(*ZRESID ,*ZPRED) /RESIDUALS HISTOGRAM(ZRESID) NORMPROB(ZRESID) /SAVE PRED RESID.
Resources	Processor Time	00:00:02.59
	Elapsed Time	00:00:11.47
	Memory Required	8288 bytes
	Additional Memory Required for Residual Plots	600 bytes
Variables Created or Modified	PRE_1	Unstandardized Predicted Value
	RES_1	Unstandardized Residual








```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
```

Regression

Notes

Output Created		17-MAY-2023 14:17:24
Comments		
Input	Data	C:\Users\YAB\Desktop\Working Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	237
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT SHRM /METHOD=ENTER CSGO MPD IPC /SCATTERPLOT=(*ZRESID ,*ZPRED) /RESIDUALS HISTOGRAM(ZRESID) NORMPROB(ZRESID) /SAVE PRED RESID.
Resources	Processor Time	00:00:01.70
	Elapsed Time	00:00:00.76
	Memory Required	6400 bytes
	Additional Memory Required for Residual Plots	648 bytes

Variables Created or Modified	PRE_2	Unstandardized Predicted Value
	RES_2	Unstandardized Residual

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation[b]	.	Enter

a. Dependent Variable: Stratic Human Resource Management Practice

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894[a]	.799	.796	.46153

a. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

b. Dependent Variable: Stratic Human Resource Management Practice

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197.333	3	65.778	308.805	.000[b]
	Residual	49.631	233	.213		
	Total	246.964	236			

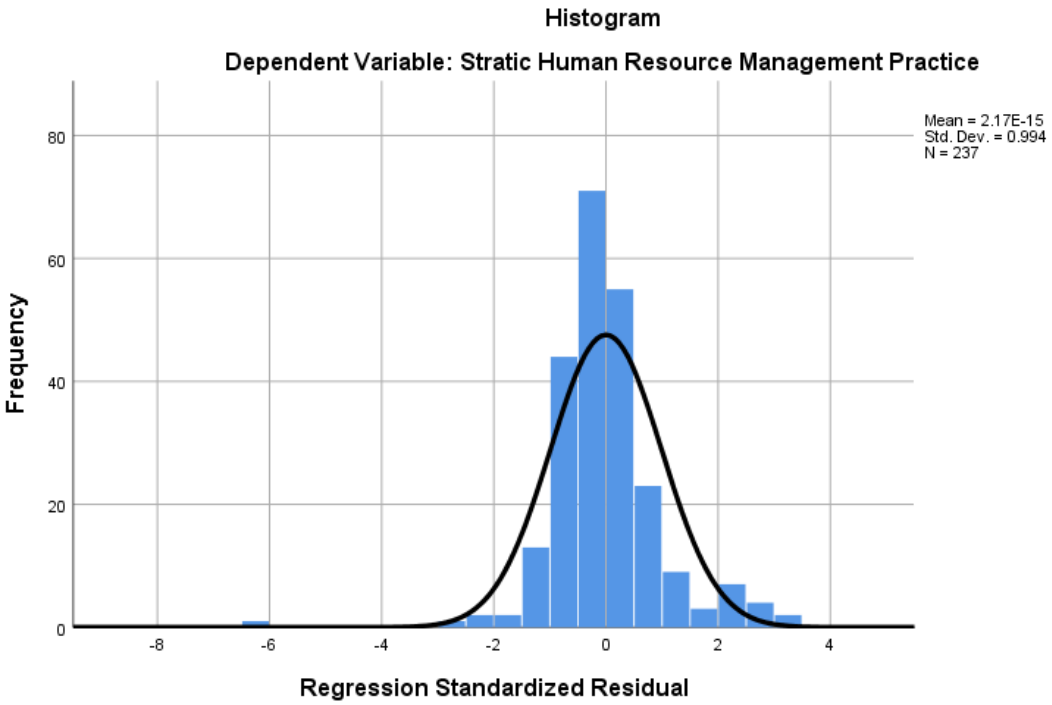
a. Dependent Variable: Stratic Human Resource Management Practice

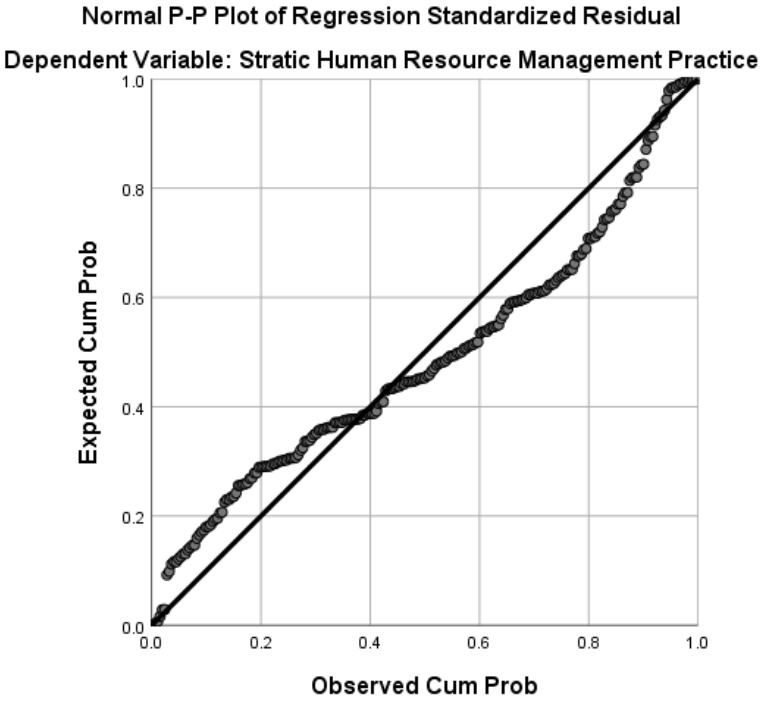
b. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.0648	5.2614	1.7887	.91442	237
Residual	-2.91437	1.55165	.00000	.45858	237
Std. Predicted Value	-.792	3.798	.000	1.000	237
Std. Residual	-6.315	3.362	.000	.994	237

a. Dependent Variable: Stratic Human Resource Management Practice





Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation[b]	.	Enter

a. Dependent Variable: Market Share

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.933[a]	.871	.870	.09025	.647

a. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

b. Dependent Variable: Market Share

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.844	3	4.281	525.582	.000[b]
	Residual	1.898	233	.008		
	Total	14.742	236			

a. Dependent Variable: Market Share

b. Predictors: (Constant), Internal processes and culture, Competitive Strategic goals and objectives, Market Position and Differentiation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.014	.056		-.250	.803
	Competitive Strategic goals and objectives	.198	.007	.658	26.879	.000

	Market Position and Differentiation	.878	.042	.557	21.118	.000
	Internal processes and culture	-.030	.007	-.111	-4.262	.000

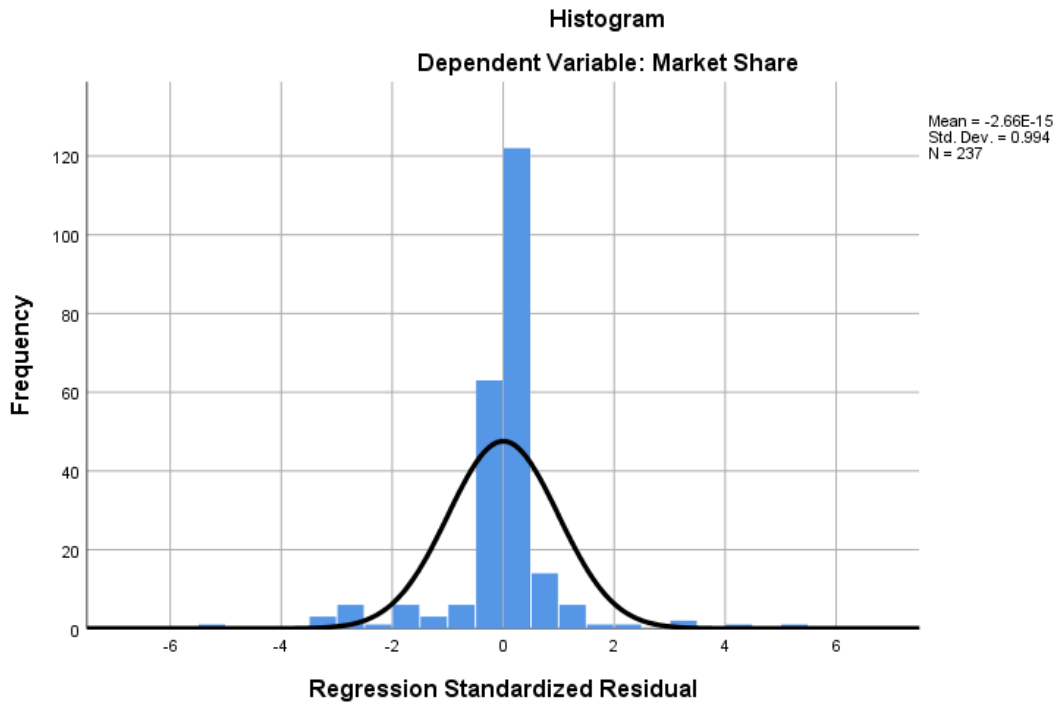
a. Dependent Variable: Market Share

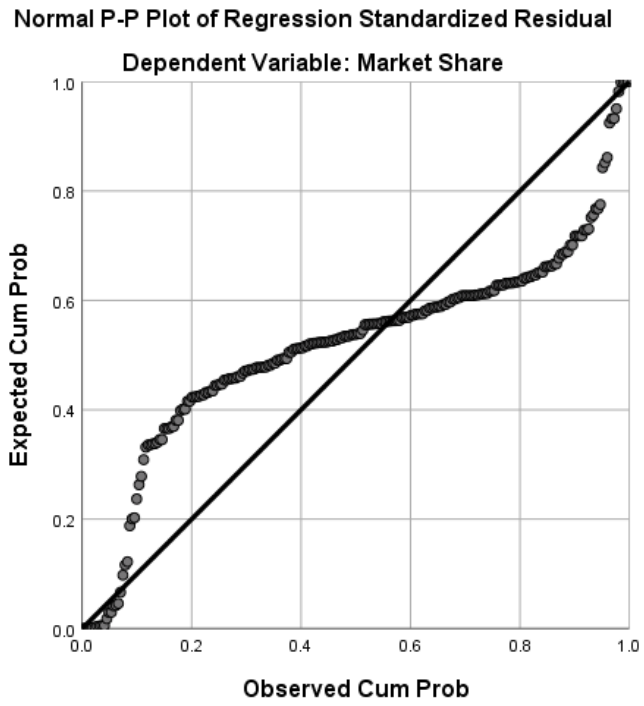
Residuals Statistics[a]

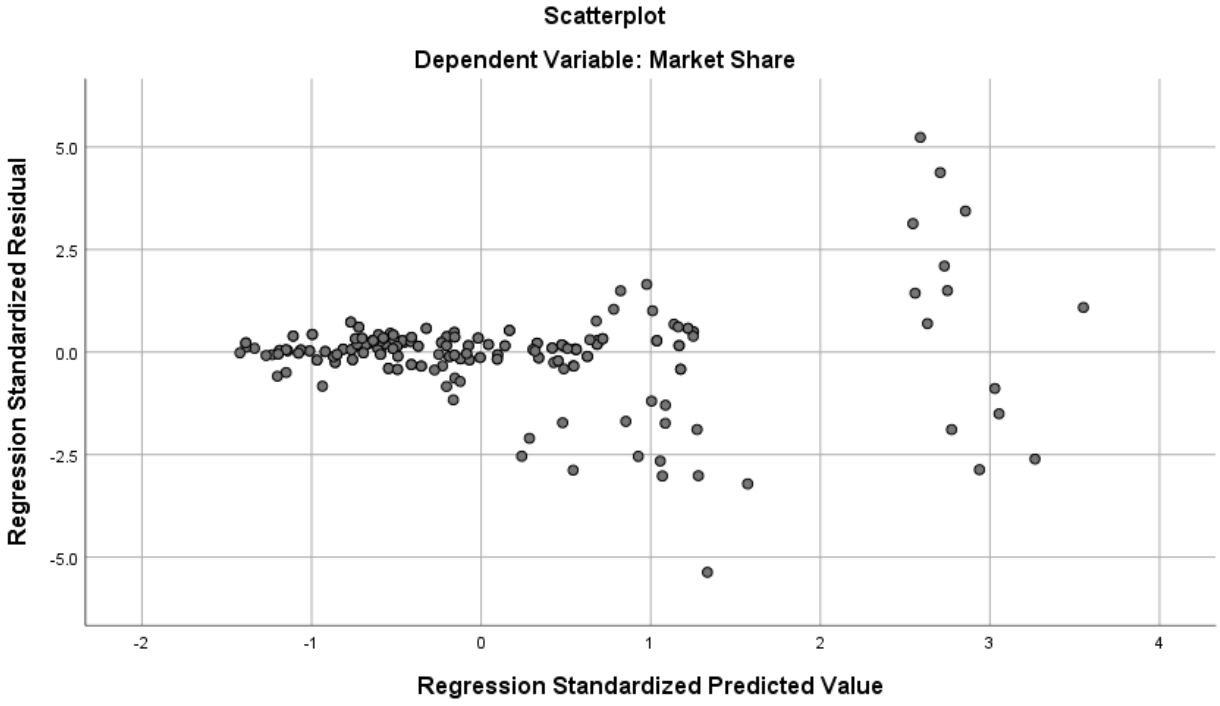
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.2116	2.3719	1.5434	.23329	237
Residual	-.48465	.47243	.00000	.08968	237
Std. Predicted Value	-1.422	3.551	.000	1.000	237
Std. Residual	-5.370	5.234	.000	.994	237

a. Dependent Variable: Market Share

Charts




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Market Share
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Market Share
Regression Standardized Residual
Regression Standardized Predicted Value
5.0
2.5
0.0
-2.5
-5.0
-2
-1
0
1
2
3
4