# ST. MARY´S UNIVERSITY

# FACULTY OF BUSINESS

# DEPARTMENT OF MANAGEMENT

# AN ASSESSMENT OF EMPLOYEE AND MANAGEMENT RELATIONSHIP: IN THE CASE OF ETHIOPIAN RED CROSS SOCIETY

## By

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**JUNE, 2014**

**SMU**

**ADDIS ABEBA**

# ASSESSMENT OF EMPLOYEE AND MANAGEMENT RELATIONSHIP IN THE CASE OF ETHIOPIAN RED CROSS SOCIETY

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# ACKNOWLEDGEMENTS

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# CHAPTER ONE

# INTRODUCTION

## 1.1.  Background of the study

Employee management relationship is one of the primary components to a strong organzational culture. It is fundamental to achieve organzational goals and objectives. Employers and employees often work in close contact and inveitably develop a relationship. Managing these relationships is vital to organizational success. Since strong relationship can lead to greater employee happiness resulting increased productivity. Successful employee management relationship puts the company in higher position creating highly motivated,competitive and satisfied employees who considers the company as their own ( Amsalu,2011 ).

There is a positive relationship between role perception and an employee's performance evaluation. The degree of congraence that exists between an employee and his or her boss in the perception of the employee's Job influences the degree to which that employee will be Judged as an effective performer by the boss. To the extent that the employee's role perception fulfills the boss's role expectations. The employee will receive a higher performance evalvation. Teams provide the natural vehicle for employees to share ideas and to implement improvements (Robbins, 2001: 271).

Employee relations procedures provid fair and reasonable standards of behaviour to resolve in a peaceful manner issues over which employers and employees have differences ( Gennard and et.al, 2002:7).

## 1.2 . Background of the Ethiopian Red Cross Society (ERCS)

The Ethiopian Red Cross Society was estabilished by governmrnt decrees on 8 July 1935,after much of the second Ethio-Italian war (1935-1941). With a few months of it establishment,the ERCS began its involvement in humanitarian services by training and deploying 300 first aider

and 6 ambulances to various war fronts to care for the wounded.Its national headquarter is situated in Addis Abeba where the Secretary _ General and 3 Deputy Secretary _ Generals. At head quarter level has 232 employees.

## 1.3 . Statement of the problem

Motivated employees are always looking for better ways to do a job. This statement can apply to corporate strategists and to production workers. When people activeiy seek new ways of doing thing,they usually find them. It is the responsibility of managers to make employees look for better ways of doing their jobs (Aswathappa, 2002: 313, 316 ) .

The dynamic nature of needs often poses challenge to any manager in motivating his or her subordinates, An employee, at any give time, has various needs, desires, and expectations. further, all these change overtime and may also conflict with each offer. Employees who put in extra hours at work to fulfill their needs for accomplishment may find that these extra hours conflict directly with needs for affiliation and their desire to be with their families (Aswathappa, 2002: 313, 316 )

If the employers are not motivated employees activity or the communication is not good the performance of employees will not be motivated. In order to be productive and to have agood image, organizations should emphasize on employee management relationship by many means. From pereliminary assessment and information discussion with some staff members Ethiopian Red Cross Society has many problems concerning employee management relationship, there is unwell relations between employees and managers, there is a hole between the management and employees working in mostly areas of communication and the employees don't consider the organization as their own because the management always gives orders  and act like they only responsible of the organization goal. Therefore, the student researcher will develop the employee and management relationship.

## 1.4. Research Questions

The study tries to seek answer for the following bask questions.

1. What is the existing employee management relationship practice in the Ethiopian Red Cross Society?

2. What are the problems that are associated with the existing employee management relationship ?

3. What is the attitude of employees to wards employee management relationship in the organization ?

4. How the management is trying to solve the problem in relation to employee management relationship ?

## 1.5 . Objective of the Study

The general objective of this paper is to assess employee management relationship in Ethiopian Red Cross Society. There are two objectives General objective and Specific objectibe.

## 1.5.1 . General Objective explanatory

The general objective of this study is to examine the major problems that existed on employees in employee management relationship of the Ethiopian Red Cross Society.

## 1.5.2.  Specific Objective

❖ To identify existing employee management relationship in the organization.

❖ To identify the problems of employee management relationship.

❖ To identify the employees attitude of employee management relationship in the organization.

❖ To investigate how the management is trying to solve the problem.

❖ Based on the finding to suggest possible recommendation.

## 1.6 . Delimitation of the study

Employee management relationship is the back bone of the organization activities. This study accessed the employee management relationship in Ethiopian Red cross Society which is located around the area of "stadium" and does not include other branches of the organization. This study was delimited on the data of 2003 up to 2005 because the data are easy accessible when the time is early.

## 1.7. Significance of the study

The student researcher trust this study have some significances. Firstly, it helps to provide additional understanding about employee and management relationship in the organization. Secondly, it can give awareness to the management the consequences of employee management relationship and it reminds the management of the organization to provide big concern for the issues related. And it helps to used as a base to other researchers who is interested in writing this type of research.

## 1.8. Research Design and methodology

### 1.8.1. Research design

The research design method used descriptive research method. This is because the method is important for descriptions of a characteristics with aparticular subject usually to describe answers to the questions. Therefore, this study tried to asses what are the main reasons and who is responsible for employee management relationship

### 1.8.2. Population, Sample Size and Sampling Techniques

The population of ERCS has 11 regional and 28 zonal office. There are many employees but at headquarter level situated in Addis Abeba has 232 employees. The reserch focus on the head quarter level out of these 30% of sample size is taken. The study selected its sample by use stratified sampling with simple random sampling method. This gives fair and equal chance to all respondents.

| No | Catagory | Population | Percentage | Sample size |
|----|----------|-----------|-----------|-------------|
| 1 | National general assembly | 30 | 30% | 9 |
| 2 | DSG,programs | 47 | 30% | 14 |
| 3 | DSG,branch & resource development | 71 | 30% | 21 |
| 4 | DSG,support services | 84 | 30% | 25 |
|  | Total | 232 |  | 69 |

### 1.8.3. Types of Data Collected

Data Collected and Used both Primary and Secondary data. Primary data were collected through the distribution of open and closed ended questionnaires and personal interview was made to manger. The secondary data are collected through review of books and other related documents found in the organization.

### 1.8.4. Method of Data Collection

The mothod of data collection used in this study are both questuinnaire and structured interview. The questionnaire contains both open ended and close ended questions. The open ended questionnaire tried to reveal more information from respondents. Questionaire was distributed to employees and the interview was made to manager to collect primary data and through review of Books and other document of the organization was made to collect secondary data.

### 1.8.5 . Data Analysis Method

After data obtaind from primary and secondar sources using questionnires, interviews and document method, the researcher used to analyze and interpret data is descriptive analysis tool. Thus, percentage and tabulation were used. This helps to compare and show how frequently each response occurred in relation to the problem.

### 1.9. Limitation of the Study

These studies have challenge on time, money and other resources are limited. What is particular for this study is that limitation on some respondents were not completed and return the questionnaires, by overcoming these challenges the research were conducted in a better way.

### 1.10. Organzing of the Study

The research is organized in a four chapters, the first chapter deals with the introduction part of the resarch which includes background of the study, statement of the problem, basic research question, objective of the study, significant of the study, delimitation/scop of the study, research design and methology. The second chapter is the reviw of related literature. The third chapter incorporated with data presentation, analysis and interpretation. And the last chapter shows the summary, conclusion and recommendation.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction to Employee Management Relationship

According to Blyton and et.al Employee Relations is not about general trends, social aggregates or institutions but about people: people interacting with one another, pursuing objectives, reaching agreements, engaging in co-operative and conflictual behavior. As such, an enquiry into the nature of employee relations will be significantly enhanced by examining specific cases as well as general trends and developments (Blyton and Turnbull, 2004:7).

The traditional distinction between personnel management and Industrial Relations was tolerably clear: according to Blyton and et.al the former dealt with individual aspects of the employment relationship while the latter addressed the collective aspects. HRM contains certain 'collectivist' notions, its overall approach has been centered squarely on the individual and the way individuals may be managed to enhance the achievement of broader organizational objectives. As a result:

- ➢ HRM emphasizes the employer's solutions to labor problems whereas an employee-relations approach also considers workers as well as community and societal solutions
- ➢ HRM focuses on forces internal to the firm whereas an employee-relations approach also considers forces external to the organization such as markets, class and property rights
- ➢ HRM's primary goal is organizational competitiveness whereas an employee relations approach combines this objective with a concern for employee wellbeing (as well as a consideration of how the latter influences the former)
- ➢ HRM focuses on creating a unity of interests between employer and employee whereas employee relations focus on the generation and mediation of conflicting interest.
- ➢ HRM sees management as the primary contributor to positive employment outcomes, with unions and government as occasionally necessary (e.g. in relation to health and safety) but more often a burdensome constraint, whereas employee relations recognizes the limitations of management action and the propriety of trade union intervention and government regulation (Blyton and Turnbull, 2004:12).

It is not a matter of employers gaining what workers lose, or vice versa, but of the coming together of the two sides in a relationship which is inherently contradictory: employers need workers' creative capacities, but cannot give them free rein because of the need to secure a surplus and to maintain a degree of general control; and workers, although subordinate, do not simply resist the application of managerial control (Blyton and et.al, 2004:41).

According to Dessler careful selection is important, selecting the right employees is important for three main reasons. First, your own performance always depends in part on your subordinates. Employees with the right skills and attributes will do a better job for you and the company.

Second, it is important because it's costly to recruit and hire employees. Hiring and training even a clerk can cost 5000 dollar or more in fees and supervisors time. The total cost of hiring a manager could easily be 10 time as high once you add search fees, interviewing time, reference checking, and travel and moving expenses. Third, it's important because of the legal implications of incompetent hiring.

According to Dessler Negligent hiring underscores the need to think through what the job's human requirements really are. Employees protect against negligent hiring claims by:

- ➢ Carefully scrutinizing all information supplied by the applicant on his or her employment application. For example, look for unexplained gaps in employment.
- ➢ Getting the applicant's written authorization for reference checks, and carefully checking references.
- ➢ Saving all records and information you obtain about the applicant.
- ➢ Rejecting applicants who make false statements of material facts or who have conviction records for offenses directly related and important to the job in question.
- ➢ Keeping in mind the need to balance the applicant's privacy rights with others' need to know especially when you discover damaging information.
- ➢ Taking immediate disciplinary action if problems develop (Dessler, 2003:127).

Accorging to Fisher & et.al many people assume that discrimination implies some form of illegal act .In fact, to discrimination means simply to distinguish clearly or differentiate. One example of desirable discrimination is the effort to achieve a distinction between good and poor workers in a company's performance management system.

Illegal discrimination occurs when unfair actions are taken toward members of a protected class. A protected class or group consists of individuals who share some characteristic in common, such as their race, color, religion, sex, national origin, age, disability status, or status as military veterans. These individual are protected by laws that prevent discriminatory employment action against them because of the characteristic. They have in common. Suppose, for instance, that most white employees in a company were rated as outstanding performers but the majority of Hispanic employees were rated as unsatisfactory performers. Such discrimination would be questionable and, if based solely on ethnicity, would be illegal (Fisher and et.al, 2006:181).

## 2.1. Union Security

According to Dessler first and probably foremost, unions seek security for themselves; they fight hard for the right to represent a firm's workers and to be the exclusive bargaining agent for all employees in the unit. (As such, they negotiate contracts for all employees, including those not members of the union.) Five types of union security are possible.

1. **Closed Shop**. The company can hire only union members. Congress out tamed this in 1947, but it still exists in some industries (such as printing)
2. **Union Shop**. The company can hire non union people but they must join the union after a prescribed period of time and pay due const they can be fired.)
3. **Agency Shop**. Eemployees who do not belong to the union still must pay union dues on the assumption that the union set forts benefit all the workers.
4. **Open Shop**. It is up to the workers whether or not they join the union those who do not do not pay does.
5. **Maintenance of Membership Arrangement.** Employees do not have to belong to the union. However union members employed by the firm must maintain membership in the union for the contract period (Dessler, 2003:398).

## 2.2. The Meaning of Power

According to McShane and et.al Power is the capacity of a person, team or organization to influence others. Power is not the act of changing others attitudes or behavior; it is only the potential to do so people frequently have power they do not use they might not even know they have power (McShane and et.al, 2000:370).

## 2.3. The Theory of Employee Relations

### 2.3.1. Unitary Theory

According to Hollinshead and et.al the unitary theory portrays the employment relationship as harmonious, with employer and employed working together to achieve success. It assumes a common set of values which binds the two parties together and ensures there is no potential source of conflict. Although this might be considered the earliest theory used to describe the employment relationship, it clearly connects with many of the contemporary ideas associated with corporate culture and the use of human resource mangement(HRM).

For this harmonious relationship to exist requires a high level of consensue beetwn the two parties in the employment relationship.

The consensue about the objectives of an organization can be produced by:-

➢ Ideas and values beetwn employers and employees being absolutely identical as a result of a happy coincidence;

➢ Ideas and values being a condition of entry to the organization,their existence there fore being estabilished at the recruitment and selection stage of employment;

➢ Ideas and values originating with management being learnt by those entering the oreganazation on a voluntary basis and subsequently adopted by employees;

➢ Ideas and values being part of a socialisation programme and,through corporate induction courses and other training activities, being involuntarily learnt and adopted;

➢ Employees being confronted with these ideas and values and their adopted or not by employees, depending on their own circumstances (Hollinshead and et.al,2003:10).

## 2.3.2. Theories of Comparative Employee Relations

➤ **Convergence Theory**

According to Hollinshead and et.al if overseas patterns of employee relations are to be compared, then there must exist a series of assumptions about what is being compared. A number of theories raise some interesting questions about the context within which those systems exist. In the 1960s, Kerr and his colleagues popularized the expression "convergence". In their book industrialism and industrial man, Kerr et al. (1974) suggested that under the influence of modern technology, national systems of employee relations were being drawn together.

The pressures of organizing modern workplaces based upon collective bargaining ensured that requirements for education and training unleashed a series of related institutional pressures, which, when combined, had the effect of establishing common patterns of institutional life. These in turn led to pluralistic employee relations systems contributing to a range of democratic societal systems (Hollinshead and et.al, 2003:35).

➤ **Development Theory**

In development theory according to Hollishead and et.al a different, though elated, theory comes from a more critical perspective, which does owe some allegiance to the Marxist theories of economic development. Development theory tends to explain the changes taking place within the economic system as a series of stages that are difficult to void (Hollinshead and et.al, 2003:36).

➤ **Internal Theory**

The final theory in this section may underlie the majority of approaches in this area. According to Hollinshead and et.al it can be referred to as the internal theory of the comparative approach. Quite simply, the approach here is to play down the contextual/historical factors, take the features of the employment relationship and collect data about those features in a variety of different nations. Data verifying the existence and extent of a particular phenomenon are then compared and explained according to some internal logic.

In one sense this type of comparative theory can act as a first stage in the development of a more rigorous understanding, which will require the insights from the other two comparative theories discussed above. Whatever the level of theoretical sophistication, it is clear that comparative research in the area of employee relations will continue to expand as all the pressures of internationalization push business to become increasingly global in its design and implementation.

In that sense, as the pressure of internationalization continue to build, it will become increasingly important to recognize the details of divergence to ensure that in areas of employment particular national characteristics are understood for what they are ( Hollinshead and et.al, 2003:37).

## 2.4. **Importance of Communication**

According to Hitt and et.al the need for communication pervades organizations. Jobs cannot be adequately accomplished, goals cannot be met, sales order cannot be filled, and problems cannot be solved without adequate communication. Although effective communication is difficult to achieve.

Good communication, then, is vital to better organizational performance. Effective communication is important because few things are accomplished in organizations without it. Managers must communicate with their subordinates in order for jobs to be performed effectively.

Top management must communicate organizational goals to the associates who are expected to achieve them. May jobs require coordination with others in the organization, and coordination requires communication. In fact, Communication is such an important part of a manager´s job that mangers spend between 50 and 90 percent of their time at work communicating. Top managers must digest information, shape ideas, coordinate tasks, listen to others, and give instructions. Decisions and policies are of little value unless they are fully understood by those who must implement them.

Good communication is also the basis for effective leadership, the motivation of subordinates, and the exercise of power and influence. It is also necessary for establishing effective relations with important external entities, such as suppliers, consumers, and government agencies.

Communication can take many forms, such as face-to-face discussions, letters, memos, phone calls, notes posted on bulletin boards, presentations to groups of people, e-mail, and computer-based information systems. The purposes of communication are to provide information and instructions, to influence others, and to integrate activities (Hitt and et.al.2006:321).

## 2.4.1. The Communication Process

According to Hitt and et.al communication involves the sharing of information between two or more people to achieve a common understanding about an object or situation. Successful communication occurs when the person receiving the message understands it in the way that the sender intended. Thus, communication does not end with the message sent. We also need to consider the message that is received. Think of a time when you meant to compliment someone, but the person understood your remark as an insult. This was not successful communication-the message received was not the same as the one sent.

The starting point in the communication process is the sender-the person who wishes to communicate a message. To send a message, the sender must first encode it. Encoding involves translating information into a message or a signal. The encoded message is then sent through a communication medium, or communication channel, to the intended receive.

Communication media are numerous and include writing, face-to-face verbal exchanges, verbal exchanges without face-to-face contact (for example, phone conversations), e-mail, television, body language, facial expressions, touch (such as a pat on the shoulder), and visual symbols (such as an "okay"sign).

Once the message has been received, the receiver must decode it. In decoding, the receiver perceives the message and interprets its meaning. To ensure that the meaning the receiver attaches to the message is the same as the one intended by the sender, feedback is necessary.

Feedback is theprocess through which the receiver encodes the message received and sends it back to the original sender. Communication that includes feedback is referred to as two-way communication. If feedback is not present(resulting in one-way communication), the receiver may walk away with an entirely different interpretation than that intended by the sender (Hitt and et.al 2006:322).

## 2.4.2. Direction of Organizational Communication

Communication within organization can occur in any of three direction:-

> **Downward Communication**, which refers to communication from superviser to subordinate, is necessary to provide job instruction, information on organization policies, and performance feedback. Downward communication can also be used to inform associates about the organization´s goals and changes faced by the organization.

> **Upward Communication,** which flows from subordinats to supervisor, is necessary to provide feedback on downward communication. It is difficult to achieve, however, thus it is one of the least frequently used forms of communication in organization. Common channels for obtaining upward communication include grievance procedures, departmental meetings, "open door" policies, suggestion boxes, attitude surveys, participation in decisions, and exit interviews.

Upward communication seems particulualy difficlt in larger organizations, probably because relationship in large organizations are more formalized. Certainly larger size may inhibit the quality of interaction between supervisor and associate; however, the quality of the interaction is the most critical element.

> **Horizontal Communication,** which takes place between associates at the same lavel, is also important but is frequently over looked in the design of organization. Coordination among organizational units is facilitated by horizontal communication (Hitt A.and et.al 2006:326).

## 2.4.3. Communication Media

According to Hitt and et.al Interpersonal communication, as already mentiond, can use many different media, and different media vary in degree of richness. Recall that richness desribes the amount of information a medium can convey. Richness depends on (1) the availability of feedback, (2) the use of multiple cues, (3) the use of effective language, and (4) the extent to which the communication has a personal focus. In order of richest to least rich, they are :

1. Face-to-face communication
2. Telephone communication
3. Electronic messaging(such as e-mail)
4. Personal written text (such as letters,notes,and momos)
5. Formal writte text (such as report,documents,bulletins,and notices)
6. Formal numerical text(such as statistical reports, graphs,and computer printouts)
7. Choosing the type of media to use usually involves a trade-off between the richness of the medium and the cost of using it (Hitt and et.al 2006:329).

## 2.5. Role Relationships

According to Mullins In order that the organization can achieve its goals and objective, the work of individual members must be linked into coherent patterns of activities and relationships. This is achieved through the role structure of the organization.

A role is the expected pattern of behaviors associated with members occupying a particular within the structure of the organization. It also describes how a person perceives their own situation. The concept of role is important to the functioning of groups and for an understanding of group processes and behavior. It is through role differentiation that the structure of the work group and relationships among its members are established. The development of the group entails the identification of distinct roles for each of its member. Some form of structure is necessary for teamwork and co/operation. The concept of roles helps to clarify the structure and to define the pattern of complex relationship within the group.

The role, or roles, that the individual play within the group is influenced by a combination of:-

➢ **Situational factors**, such as the requirements of the task, the style of leadership, position in the communication network

> ➤ **Personal factors** such as values, attitudes, motivation, ability and personality.

The role that a person plays in one work group may be quite different from the role that person plays in other work groups. However, everyone within a group is expected to behave in a particular manner and to fulfill certain role expectations (Mullins, 2005:536).

## 2.5.1. A Person's Role-Set

In addition to the role relationships according to Mullins with members of their own group peers, superiors, subordinates the individual will have a number of related relationship with outsiders for example, members of other work groups, trade union officials, suppliers, consumers. This is a person's role set. The role set comprises the range of associations or contacts with which the individual has meaningful interactions in connection with the performance of their role (Mullins 2005:536).

## 2.5.2. Role Incongruence

According to Mullins an important feature of role relationship is the concept of role incongruence. This arises when a member of staff is perceived as having a high and responsible position in one respect but a low standing in another respect. Difficulties with role incongruence can arise from the nature of groupings and formal relationships within the structure of the organization.

There are a number of work related relationships, such as doctor and nurse or senior manager and personal assistant, which can give rise to a potential imbalance of authority and responsibility (Mullins 2005:537).

## 2.5.3. Role Expectation

Many role expectations are prescribed formally and indicate what the person is expected to do and their duties and obligations. Formal role prescriptions provide guidelines for expected behaviors and may be more prevalent in a mechanistic organization (Mullins, 2006:538).

## 2.5.4 Role Conflict

According to Mullins Role conflict arises from inadequate or inappropriate role definition and needs to be distinguished from personality clashes. These arise from incompatibility between two or more people as individuals even though their roles may be defined clearly and understood fully. In practice, the manner in which a person actually behaves may not be consistent with their expected pattern of behaviors'. This inconsistency may be a result of role conflict. Role conflict as a generic term can include

➢ **Role Incompatibility** arises when a person faces a situation in which simultaneous different or contradictory expectations create inconsistency. Compliance with one set of expectations makes it difficult or impossible to comply with other expectation.

➢ **Role Ambiguity** occurs when there is lack of clarity as to the precise requirements of the role and the person is unsure what to do. The person own perception of their role may differ from the expectation of others. This implies that insufficient information is available for the adequate performance of the role. Role ambiguity may result from a lack of formally prescribed expectations. It is likely to arise in large, diverse groups or at times of constant change.

➢ **Role Overload** is when a person faces too many separate roles or too great a variety of expectation (Mullins, 2005:539).

## 2.6. Sources of power in Organizations

Over 40 years ago John French and Bertram Raven listed five sources of power within organizations: legitimate, reward, coercive, expert and referent.

➢ **Legitimate power** is an agreement among organizational members that people in certain roles can request specific behaviors of others. This perceived right generally comes from the person's position, such as boss's right to require you to perform different tasks. Executives are the most obvious sources of legitimate power.

➢ **Reward power** is derived from the person's ability to control the allocation of rewards valued by others and to remove negative sanctions (i.e., negative reinforcement). Managers have formal authority that gives them power over the distribution of organizational rewards such as pay, promotion, time off, vacation schedules, and work

assignments. Employees may have reward power by extolling praise and extending personal benefits within their discretion to other co-workers.

➢ **Coercive power** is the ability to apply punishment. Managers have coercive power through their authority to reprimand, demote, and fire employees. Labor unions might use coercive power tactics, such as withholding services, to influence management in collective agreement negotiations.

➢ **Expert power** originates from within the person. It is an individual's or work unit's capacity to influence others by possessing knowledge or skills that they want. Employees are gaining expert power in the work place as our society moves from an industrial to knowledge based economy.

➢ **Referent power** people have referent power when other identifies with them, like them, or otherwise respectct them. like expert power, referent power comes form within the person. It is largely a facntion of the person's inter personal skills and usually develops slowly (Mcshane and et.al, 2000:371).

## 2.7. Learning through Feedback

According to Mlshane and et.al Feedback is any information that people receive about the consequences of their behavior. Feedback has a powerful effect on behavior and job performance by improving role perceptions, ability, and motivation. With respect to role perception, feedback lets people know what behaviors are appropriate or necessary in a particular situation. For example, your boss might remind you to spend more time on a certain activity and less on another. Feedback improves employee ability by frequently providing information to correct performance problems.

Employees develop better skills and acquire job-related information by watching instrument dials or non verbal cues from customers. This is known as corrective feedback, because it makes people aware of their performance errors and helps them correct those errors quickly.

Feedback is a source of motivation. Positive feedback fulfills personal needs and makes people more confident that they are able to accomplish certain tasks (Mcshane and et.al, 2000:47).

# CHAPTER THREE

# DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter of the research deals with the presentation, analysis and interpretation of data based on the information gathered through questionnaire containing close ended and open-ended question and through interview. On gathering data 69 questionnaires had been distributed of which 41 respondent filled and returned the questionnaires.

## 3.1. General Characteristics of Respondents

The profile of respondents with regarded to age, sex, educational background and years of service in the organization are summarized below in the following table.

## Table 1 Characteristic of Respondents.

| No | Item | Respondent | Frequency | % |
|----|------|-----------|-----------|----|
| 1 | Age | 20-30 | 11 | 26.83 |
| | | 31-40 | 19 | 46.34 |
| | | 41-50 | 7 | 17.07 |
| | | Above 50 | 4 | 9.76 |
| | | Total | 41 | 100 |
| 2 | Sex | Male | 27 | 65.85 |
| | | Female | 14 | 34.15 |
| | | Total | 41 | 100 |
| 3 | Educational Background | Below 10th Grade | 2 | 4.9 |
| | | High School Complete | 4 | 9.75 |
| | | Certificate | 6 | 14.63 |
| | | Diploma | 10 | 24.4 |
| | | 1st Degree | 16 | 39.02 |
| | | 2nd Degree | 3 | 7.31 |
| | | Above 2nd Degree | 0 | 0.0 |
| | | Total | 41 | 100 |
| 4 | Year of Service | Below 2 years | 6 | 14.63 |
| | | 3-5 years | 19 | 46.34 |
| | | 6-10 years | 13 | 31.70 |
| | | 10-15 years | 2 | 4.9 |
| | | Above 15 years | 1 | 2.43 |
| | | Total | 41 | 100 |

**Source: questionnaire**

As shown item 1 of table 1, 11(26.83%)of the respondent were between 20-30,19(46.34%)of them were between 31-40,7(17.07%)of them were between 41-50,and 4(9.76%)of them were above 50 years. respectively. This indicates that majority of the respondents were between 31-40 age groups and found in adolescent and maturity stage.

Regarding item 2 of the same table 27(65.85%) of the respondent were male at the same time as the rest 14(34.15%) of them were female. This indicates that the organization is highly dominated by male. That shows the organization doesn't encourage female employees.

Item 3 states that about educational background 2(4.9%) of respondents were below $10^{th}$ grade, 4(9.75%) were high school complete, 6(14.63%) of respondents have certificate, 10(24.4%) and 16(39.02%) of respondents were diploma and $1^{st}$ degree and 3(7.31%) were $2^{nd}$ degree holders respectively. From this one can understand that majority of the employees in the organization are $1^{st}$ degree holders that means the organization which enable task properly if they have handle carefully.

With regarding to the years of service /work experience/ of the respondents, as shown in item 4 of the same table, 6(14.63%) of the respondent have below 2 years service, 19(46.34%) of them have 3-5 years, 13(31.70%) of them have 6-10 years, 2(4.9%) of them 10-15 years, 1(2.43%) of the have above 15 years of work experience. This indicates that the working environment of the organization suitable for the employees. Now a day's there is more competitive market environment, employees are always enforced to seek alternative for their better satisfaction. Therefore, this indicates that the management of the organization has to give proper attention for the happiness of employees.

## 3.2. Analysis of the Major Findings

The major findings collected through the questionnaire and interview are summarize below in the following tables.

**Table 2 Respondents value for there Working Condition**

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | The location and the organization /suitability for transportation | Strongly Agree | 6 | 14.63 |
| | | Agree | 18 | 43.90 |
| | | Neutral | 13 | 31.70 |
| | | Disagree | 3 | 7.32 |
| | | Strongly Disagree | 1 | 2.44 |
| 2 | The suitability office structure to implement duties | Strongly Agree | 4 | 9.76 |
| | | Agree | 22 | 53.66 |
| | | Neutral | 9 | 21.95 |
| | | Disagree | 6 | 14.63 |
| | | Strongly Disagree | - | - |
| 3 | The attractiveness offices and working environment (i.e. cleanness, well ventilation and facility's ) | Strongly Agree | 4 | 9.76 |
| | | Agree | 15 | 36.58 |
| | | Neutral | 20 | 48.78 |
| | | Disagree | 2 | 4.87 |
| | | Strongly Disagree | - | - |

**Source: questionnaire**

Item 1 of table 2, 6(14.63%) of the respondents were strongly Agree, 18(43.90%) of the respondents Agreed, 13(31.70%) of them were neutral, 3(7.32%) of them were Disagreed, 1(2.44%) of them were strongly Disagreed. This result shows that most of the respondents have the same opinion about concerning the location of the organization. Employees always the first choose is one organization have suitable transportation from this Ethiopian Red Cross Society are good position for transportation.

Regards to item 2 of table2, 4(9.76%) of the respondents were strongly Agreed, 22(53.66%) of the respondents Agreed, 9(21.95%) of them were neutral, 6(14.63%) of them were Disagreed. From this data, that majority of the respondents have pleasure regarding to the suitability of office structure. Therefore, the organization have suitable office structure it's important to employees working there task comforting.

According to item 3 of table 2 shows the attractiveness of offices in the organization, 4(9.76%) of the respondents were strongly Agreed, 15(36.58%) of the respondents Agreed, 20(48.78%) of them were neutral, 2(4.87%) of them were Disagreed. That indicated that majority of the respondents have the same opinion about concerning the location of the organization. That shows the organization good concerning about the attractiveness of office environment.

In General, as it can be observed from above table employees in the organization have agreed with most of the item related with working condition. From this one can concluded that the organization has attractive surroundings and office with suitable office structure.

## Table 3 Respondents Response Concerning to Promotion

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | The supervisors use a proper evaluation to measure a performance of employees | Strongly Agree | 4 | 9.76 |
| | | Agree | 8 | 19.51 |
| | | Neutral | 23 | 56.1 |
| | | Disagree | 6 | 14.63 |
| | | Strongly Disagree | - | - |
| 2 | The opportunities for advancement/promotion on my job | Strongly Agree | 6 | 14.63 |
| | | Agree | 12 | 29.26 |
| | | Neutral | 19 | 46.34 |
| | | Disagree | 4 | 9.76 |
| | | Strongly Disagree | - | - |
| 3 | The fairness of the management to provide promotion for each employee without discrimination. | Strongly Agree | - | - |
| | | Agree | 2 | 4.87 |
| | | Neutral | 8 | 19.51 |
| | | Disagree | 25 | 60.98 |
| | | Strongly Disagree | 6 | 19.63 |

**Source: questionnaire**

Item 1 of table 3 shows that employee's attitude on the performance evaluation given by their supervisor. As indicated in the table 4(9.76%) of the respondents were strongly Agreed, 8(19.51%) of the respondents Agreed, 23(51.1%) of them were neutral, 6(14.63%) of them were Disagreed. According to this data majority of the employees in the organization have agreed regarding the performance evaluation given by their supervisor.

With regards to the item 2 of table 3, 6(14.63%) of the respondents were strongly Agreed, 12(29.26%) of the respondents Agreed, 19(46.34 %) of them were neutral, 4(9.76%) of them were Disagreed. This reveals that majority of the respondent were within the categories of neutral and agreed. According to the above data, in case of Ethiopian Red Cross Society the fact made the employees to be fulfilled.

Concerning the item 3 of table 3, 26(4.87%) of the respondents were Agreed, 8(19.51%) of the respondents neutral, 25(60.98 %) of them were disagreed, 6(19.63%) of them were strongly disagreed. It's also indicates that majority of the respondent were despondent. Based on above data in case of Ethiopian Red Cross Society the majorities of employees were disagreeing and strongly disagreed about the fairness of the management to provide promotion for each employee without discrimination.

Overall according to the data in the table 3, all item indicated that majority of the employees in the organization have no satisfaction about the promotion and related issues. This implies, the organization should have concerning regarding of fairness of the management to provide promotion for each employees without discrimination.

**Table 4 Respondents Response with Regard to Communcation**

| no | Item | Value | Frequency | % |
|---|---|---|---|---|
| 1 | Employees and management usually known on time when important things/change/happen. | Strongly Agree | 3 | 7.32 |
| | | Agree | 6 | 14.63 |
| | | Neutral | 9 | 21.95 |
| | | Disagree | 16 | 39.02 |
| | | Strongly Disagree | 7 | 17.07 |
| 2 | Employees hear about vital changes happen in ERCS through rumors before formal communication is conducted. | Strongly Agree | _ | _ |
| | | Agree | 2 | 4.87 |
| | | Neutral | 6 | 14.63 |
| | | Disagree | 21 | 51.21 |
| | | Strongly Disagree | 12 | 29.26 |
| 3 | In our organaization we have effective and well communication way and communication in all dismensions i.e. Upward, downward /or diagonal communication. | Strongly Agree | 3 | 7.32 |
| | | Agree | 5 | 12.2 |
| | | Neutral | 19 | 46.34 |
| | | Disagree | 11 | 26.82 |
| | | Strongly Disagree | 3 | 7.31 |

**Source: questionnaire**

Item 1 of table 4, 3(7.32%) of the respondents were strongly Agreed, 6(14.63%) of the respondents Agreed, 9(21.95 %) of them were neutral, 16(39.02%) of them were Disagreed, 7(17.07%) of them were strongly Disagree. From this data the majority of the respondents have not agreed regarded to knowing important things on time. This indicates the employees of the organization feel that organization have not good communication system.

As indicated in the item 2 of table 4, 2(4.87%) of the respondents were Agreed, 6(14.63%) of the respondents neutral, 21(51.21 %) of respondents were disagreed, 12(29.26%) of respondents were strongly Disagreed.

This indicated that the majority of the respondents are disappointed. Moreover, the data obtained through interview indicated, employees hear about important changes before formal communication it is difficult to handle the employees respond because without conducted formal communication maybe the employees hear not clear information, from that information they confused or fear about the change.

As it can be observed the item 3 of table 4, 3(7.32%) of the respondents were strongly Agreed, 5(12.2%) of the respondents Agreed, 19(46.34 %) of the respondents were neutral, 11(26.82%) of the respondents disagreed, 3(7.31 %) of the respondents were strongly disagreed. From this data the majority of the respondent not satisfied regardless of communication. According to SEKARAN (2004:120), communication also meets the social needs of organization members, through expression of their emotions regarding their work, other official and the organization. Poor communication may create conflict between a manager and an employee in the work place. Based on above data in case of Ethiopian Red Cross Society the majorities of employees were neutral and disagreed about communication of the organization.

## Table 5 Respondents Response with Regard to Relationships

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | There is a chance to develop close friendships with my co-workers. | Strongly Agree | 24 | 58.54 |
| | | Agree | 13 | 31.70 |
| | | Neutral | 4 | 9.76 |
| | | Disagree | _ | _ |
| | | Strongly Disagree | _ | _ |
| 2 | The management practice for organization social events after working hours. | Strongly Agree | _ | _ |
| | | Agree | _ | _ |
| | | Neutral | _ | _ |
| | | Disagree | 26 | 63.41 |
| | | Strongly Disagree | 15 | 36.58 |

**Source: questionnaire**

As it can be observed the item 1 of table 5, the respondents frequency only 24(58.54%) of the respondents were strongly Agreed, 13(31.70 %) of the respondents were agreed and 4(9.76%) of the respondents neutral. Therefore, majority of the respondent were happy about the chance to develop close friendships with their co-workers. This indicates the organization gives freedom to employees to make friendship each others.

According to item 2 of table 5, the respondents were within categories of disagreed and strongly disagree with frequency of 26(63.41%) and 15(36.58 %) respondents respectively. For that reason employees of the organization have no satisfaction about the management practice for organization social events after working hours.

**Table 6  Respondents Response with Regard to Recognition.**

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | The acceptance of your suggestion by your superior. | Strongly Agree | _ | _ |
|   |   | Agree | 6 | 14.63 |
|   |   | Neutral | 17 | 41.46 |
|   |   | Disagree | 14 | 34.15 |
|   |   | Strongly Disagree | 4 | 9.75 |
| 2 | The management always gives attention for employee's issues. | Strongly Agree | _ | _ |
|   |   | Agree | _ | _ |
|   |   | Neutral | 8 | 19.51 |
|   |   | Disagree | 29 | 70.73 |
|   |   | Strongly Disagree | 4 | 9.76 |
| 3 | Recognition will be given for the work you do. | Strongly Agree | _ | _ |
|   |   | Agree | 6 | 14.63 |
|   |   | Neutral | 9 | 21.95 |
|   |   | Disagree | 18 | 43.90 |
|   |   | Strongly Disagree | 8 | 19.51 |

**Source: questionnaire**

As indicated in the item 1 of table 6, 6(14.63%) of the respondents were Agreed, 17(41.46 %) of the respondents were neutral and 14(34.15%) of the respondents disagreed and 4(9.75%) of them were strongly disagreed. From this, majority of the respondents were neutral and disagreed. This indicates that the management of the organization should focus about employee's suggestion. Furthermore, the data obtained through interview indicated, the acceptance of employees suggestion He said" Manager should improved employees to share ideas freely"

Table 6 of Item 2 indicates that the attention of the management for employees issues. The data in the table shows that 8(19.51%) of the respondents were neutral and 29(70.73 %) of the respondents were disagreed and 4(9.76%) of the respondents were strongly disagreed. Furthermore, majority of the respondents state that the management of the organization didn't care about employees issues and this leads them to great disagreement. From the respondents frequency concluded that employees in the organization have no satisfaction regarding the attention given to them by the management.

Table 6 of Item 3 indicates that the recognition employees get for the work they do, 6(14.63%) of the respondents were Agreed, 9(21.95 %) of the respondents were neutral and 18(43.90%) of the respondents disagreed and 8(19.51%) of them were strongly disagreed. This indicates that the majority of the respondents have disagreed about the recognition they get for the work they do.

**Table 7: Respondents Response to Management Skills and Abilities.**

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | There is a smooth administration practices in the organization. | Strongly Agree | _ | _ |
| | | Agree | 3 | 7.31 |
| | | Neutral | 33 | 80.5 |
| | | Disagree | 5 | 12.19 |
| | | Strongly Disagree | _ | _ |
| 2 | The satisfaction of grievance handling system by the organization. | Strongly Agree | 1 | 2.44 |
| | | Agree | _ | _ |
| | | neutral | 37 | 90.24 |
| | | Disagree | 3 | 7.32 |
| | | Strongly Disagree | _ | _ |

**Source: questionnaire**

Item 1 of table 7 reveals that the way the management administered the organization, 3(7.31%) of the respondents were Agreed, 33(80.5 %) of the respondents were neutral and 5(12.19%) of the respondents were disagreed. According to Aswathappa (2002, 313), Ability refers to the skill and competence of the person to complete a given task. However, ability alone is not enough. The persons desire to accomplish the task is also necessary. Organizations become successful when employees have abilities and desire to accomplish given tasks. This indicates the organization have much work to do on management administration.

As it can be indicated in the item 2 of table 7, even though 1(2.44%) of the respondents were strongly agreed, 3(7.32 %) of the respondents were disagreed, majority of the respondents were neutral categories 37(90.24%).  This confirms that majority of employees have not complain regarding the grievance handling system of the management but that is not mean they are satisfied.

**Table 8: Respondents Response Regarding to Management Supportiveness.**

| no | Item | Value | Frequency | % |
|---|---|---|---|---|
| 1 | The management takes care of the interests of employees on the working environment. | Strongly Agree | _ | _ |
| | | Agree | _ | _ |
| | | Neutral | _ | _ |
| | | Disagree | 25 | 60.98 |
| | | Strongly Disagree | 16 | 39.02 |
| 2 | The way the management provides help to the employees in case of hard problems. | Strongly Agree | _ | _ |
| | | Agree | 7 | 17.07 |
| | | Neutral | 30 | 73.17 |
| | | Disagree | 4 | 9.76 |
| | | Strongly Disagree | _ | _ |

**Source: questionnaire**

As it can be observed from item1 of table 8 the frequency of respondents is mainly within the categories disagreed and strongly disagreed, which is 25(60.98%) and 16(39.02 %) respectively. Therefore, all respondents were unhappy regarding the way the management takes care of the interests of employees. In addition, the data obtained through interview indicated in relation to

management takes care of the employee's interest He said "We tried our beast but in nature human being interest growing time to time in different causes".

With regarding to item 2 of table 8, 7(17.07%) of the respondents were agreed, 30(73.17 %) of the respondents were neutral and 4(9.76%) respondents were disagreed. Therefore, majority of the respondent were neutral with regards to the management support in case of hard problems. Overall, according to the information in table 8 employees of the organization have displeasure about the management supportiveness

**Table 9 Respondents Response with the Company Policies**.

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | The employees are informed about company policies clearly. | Strongly Agree | 3 | 7.31 |
| | | Agree | 28 | 68.3 |
| | | Neutral | 10 | 24.39 |
| | | Disagree | – | – |
| | | Strongly Disagree | – | – |
| 2 | The content of the company polices for the sake of employees and management relationship smoothness. | Strongly Agree | – | – |
| | | Agree | 6 | 14.63 |
| | | Neutral | 3 | 7.32 |
| | | Disagree | 32 | 18.05 |
| | | Strongly Disagree | – | – |
| 3 | The company polices are executed as it is written in practice. | Strongly Agree | – | – |
| | | Agree | 13 | 31.71 |
| | | Neutral | 18 | 43.90 |
| | | Disagree | 8 | 19.51 |
| | | Strongly Disagree | 2 | 4.88 |

**Source: questionnaire**

Item 1 of table 9 indicates that how employees are informed about the company policies. Though 3(7.31%) respondents were strongly agreed and 28(68.3 %) of the respondents were agreed, 10(24.39%) respondents were neutral. Therefore, employees in the organization have agreed

regarding the way how employees are informed about the company policies. This indicates shown the organization give good orientation for new employees about the organization policy.

With regarding to item 2 of table 9, 6(14.63%) of the respondents were agreed, 3(7.32 %) of the respondents were neutral and 32(18.05%) respondents were disagreed. In the questionnaire some respondents point out that the company policy is exist only for the organization; it ignores the interest of the employees .That shows the majority of the respondents were disagreed or unhappy. Hence, employees in the organization have disagreements about the content of the company polices.

According to item 3 of table 9, 13(31.71%) of the respondents were agreed, 18(43.90 %) of the respondents were neutral, 8(19.51%) respondents were disagreed, 2(4.88%) of them were strongly disagreed.  This indicates that majority of the respondent neutral and agreed regarding the way the company policies implemented.

## Table 10 Respondents Response with Regard To Freedom

| no | Item | Value | Frequency | % |
|----|------|-------|-----------|---|
| 1 | The freedom to use my own judgment (to make decisions) | Strongly Agree<br>Agree<br>Neutral<br>Disagree<br>Strongly Disagree | _<br>13<br>12<br>9<br>7 | _<br>31.71<br>29.31<br>21.95<br>17.03 |
| 2 | The freedom to express my opinions freely. | Strongly Agree<br>Agree<br>Neutral<br>Disagree<br>Strongly Disagree | 6<br>28<br>5<br>2<br>_ | 14.63<br>68.3<br>12.2<br>4.87<br>_ |
| 3 | The chance to do the kind of work that I do best. | Strongly Agree<br>Agree<br>Neutral<br>Disagree<br>Strongly Disagree | 5<br>20<br>15<br>1<br>_ | 12.2<br>48.78<br>36.58<br>2.44<br>_ |

**Source: questionnaire**

As it can be observed from the above table of item 1, 13(31.71%) of the respondents were agree, 12(29.31 %) of the respondents were neutral,9(21.95%) of the respondents were disagree, 7 (17.03%) of the respondents were strongly agreed. Therefore, this indicates the majority of the respondents have agreed and neutral regarding of the freedom to make decisions. This implies that the leadership style in the organization is supportive.

Concerning the item 2 of table 10, 6(14.63%) of the respondents were strongly agreed, 28(68.3 %) of the respondents were agreed, 5(12.2%) of them were neutral, 2(4.87%) of them disagreed. This indicates the majority of the respondents have satisfaction about the freedom to express their opinions freely. This result shows employee's freedom to express their opinions freely that helps the manager to know employees feeling.

As it can be observed from table 10 of item 3, 5(12.2%) of the respondents were strongly agreed, 20(48.78 %) of the respondents were agreed, 15(36.58%) of them were neutral, 1(2.44%) of them were disagreed. From these data, majority of the respondent were within the categories agreed and neutral. Therefore, employees in the organization have chance to do the kind of work they do best. These chances have great impact on productiveness.

# CHAPTER FOUR

# SUMMARY, CONCLUSION, RECOMMENDATION

This chapter summarizes and concludes the findings of the research and forwards possible recommendations.

## 4.1. Summary of the Major Findings

❖ The majority of respondents with regard to working condition, which includes the attractiveness of offices and working environment, the suitability of office stricture and location of the organization suitability, were agreed and has approval.

❖ With regarding to the opportunities for promotion, the fairness of the management to provide promotion without discrimination, majority of the respondent were strongly disagreed which means they have no satisfaction.

❖ Concerning to the employee hear about important change happen through rumors before formal communication, the majority of the employees disagreed 21(51.21%), which they have not cheerful with communication.

❖ The majority of the respondents i.e. 24(58.54%) respondent were unhappy about the management practice for organization social events after working hours.

❖ With regards to recognition, 29(70.73%) of them were disagreed concerning with management always gives attention for employees issues, 18(43.90%) of them were disagreed regards to recognition gives for the work they do.

❖ According to the study majority of the respondent were neutral regarding to the way of the management administration and grievance handling system of the organization.

❖ The majority of the respondent i.e. 25(60.98%) replied that, to lower extent management of the organization are taken care of the employee interest. On the other hand 30(73.17%) of the respondent replied that, the management help to employees in case of hared problems happen.

❖ With regards to the company policies, the majority of employees agreed about employee informed about the company policies clearly. 32(18.05%) of them were disagreed regarding to the company policies for the sake of employees and management relationship smoothness.

❖ Concerning to freedom, the majority of the respondent were satisfied about to express their opinions freely, to work by themselves, to do new things, to make decisions and to do the kind work they can do best.

❖ According to open-end questionnaires the majority of the respondents were agree with the organization have a problems regarding to employee management relationship. Especially with the management don't know the different between employees performance, there are big gap communication between employees and employer, the management don't give any encouragement for good performance, the expectation of employers for employees is very low, the management don't gives answers of the employees question on time and the management don't participate with employees on social event.

## 4.2. Conclusions

The student resercher has drawn the following conclusion based on major findings that have been discussed so far.

❖ In accordance with research findings, the organization had an attractive offices and working environment with a suitable office structure and appropriate location of the organization for transportation facilities is one of the positive findings of the research.

❖ The research reveals that employees have the opportunities for promotion based on their job and performance evaluation by their supervisor. However, the management of the organization is unfair to provide promotion without discrimination, it can be concluded that the organization have negative impact on promotion.

❖ With regard to communication, the finding shows that, the majority of the employees disappointed about employees hear important change happen in the organization before formal communication is announcement.

❖ With regard to the relationship among employees and with the management, the finding shows that employees of the organization they are good close friendship among them. However there were poor personal relationship between the management and employees after working hours.

❖ In relation to recognition, the research identifies that the organization had not ethnicity to provide any encouragement for the employee who perform efficiently. In line with this, the management had not given proper consideration for the employee's issues.

❖ In accordance with research finding, the way of the management to administer the organization and appropriate grievance handling system though the majority of the employees are impartial. This indicates the majority of employees not fully happy about the management administration and grievance handling system.

❖ In general, the finding of the research indicates the management supportiveness in regarding to the interest of the employees and to help them in case of hard problems were poor and made them to be frustrated.

❖ According to the findings of the research, the management of the organization had a practice to inform its employees about the policies, rules and regulations of the organization. However, the content of the organization police had not enough consideration for the sake of employees that makes the majority of the employees unhappy.

❖ As the finding of this research, the employees of the organization have freedom to manage their own job, to make decision an express their opinions freely. Therefore, the organization gives freedom for the employees on working environment freely.

❖ The management of the organization is not taking any significant measure to resolve the problem of the employee's management relationship.

❖ In accordance with research findings, the organizations have a problems with the management don't know the different between employees performance, there are big gap communication between employees and employer, the management don't give any encouragement for good performance, the expectation of employers for employees is very low, the management don't gives answers of the employees question on time and the management don't participate with employees on social event. Therefore, the organization doesn't consider the problems regarding with employees management relationship.

## 4.3. Recommendations

In the above findings and conclusions, the researcher suggests the following recommendation to improve the level of employee's management relationship.

❖ The Ethiopia Red Cross Societies should give promotions for each employees without discrimination.

❖ The organization should provide good communication with employees and management to improve the organization goals.

❖ The management must participate with employees social event after working hours its helping the manager to know employees behavior (interest) clearly.

❖ Providing recognition and incentives for good work is one of the main factors to give employees happiness. In line with this management gives attentions for employees issues is the successful of the organization so, the management should have to give proper consideration for employees issues.

❖ The management should focused establish on appropriate grievance handling system on the organization.

❖ The management should take care of the interest of employees because the interest of employees great impact of the organization.

❖ The organization revises their content of the company policy; the content should have consideration for the sake of employees advantage not only the organization goal. This may advance to develop smooth and good working condition in the organization.

❖ The management of the organization should have measure to resolve the problem of the employee's management relationship. This implies that if the situation is continue indefinitely, this will affect the organization productivity, motivation of the employees and also great impact to achieve the organization goals.

❖ The management should look those problems affect employee management relationships in the organization.

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# Appendices

**Appendix A**

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**St mary´s University**

**Faculty and Business**

**Department of Management**

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**The questionnaire to be filed by employees.**

This questionnaires is prepared to get information on Ethiopian Red Cross Society (ERCS) employee and management relationship to assess research for academic purpose only. The success or failure this research depends largely on your true and accurate responses. Please note that any information obtained from so will be treated is strict confidence. Therefore, I kindly request you to attempt each question as you can. Thank you very much in advice for your cooperation.

**Instruction:**Please read each items carefully indicate your responses by making a tick mark

( x) inside the box your chose.

**Part I  General Characterities**

1. Age

   20 – 30  ☐          41 – 50  ☐

   31 – 40  ☐          Over 50  ☐

2. Sex

   Male  ☐

   Female  ☐

3. Educational Background

   Below 10th Grade  ☐          First Degree  ☐

   High School Complete  ☐          Second Degree  ☐

   Certificate  ☐          Above Second Degree

   Diploma  ☐          ( Specify ) _____

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4. **How long you been work in this organization?**

Below 2 years ☐

3 – 5 years ☐

6 – 10 years ☐

10 – 15 yars ☐

Above 15 years ☐

**Part 11 Question Directly related number of item to the study.**

| No | Pleas indicate Strongly Agree, Agree, Disagree, Neutral or Strong Disagree for the following statement | Strongly Agree | Agree | Neutral | Disagree | Strong Disagree |
|---|---|---|---|---|---|---|
| **Question related in work condition** | | | | | | |
| 1 | The location and the organization/suitability for transportation | | | | | |
| 2 | The suitability office structure to implement duties | | | | | |
| 3 | The attractiveness offices and working environment ( i.e. cleanness, well ventilation and facility´s ) | | | | | |
| **Questions related with promotion** | | | | | | |
| 4 | The opportunities for advancement/promotion on my job | | | | | |
| 5 | The fairness of the management to provide promotion for each employee with out discrimination | | | | | |
| 6 | The performance evaluation given by my supervisor | | | | | |
| **Questionnaires related to communication** | | | | | | |
| 7 | Employees and management usually known on time when important things/changes/happen | | | | | |

| 8 | Do you believe employees hear about important changes happen in ERCS through rumors before formal communication is conducted | | | | | |
|---|---|---|---|---|---|---|
| 9 | In our organization we have effective and well communicated way and communication in all dimensions i.e. upward,downward/or diagonal communication | | | | | |
| **Question related with relationships** | | | | | | |
| 10 | The chance to develop close friendships with my co – workers | | | | | |
| 11 | The management practice for organizing social events after working hours | | | | | |
| **Question related with recognition** | | | | | | |
| 12 | The acceptance of your suggestion by your superior | | | | | |
| 13 | The management always give attention for employees issues | | | | | |
| 14 | Recognition will be given for the work you do | | | | | |
| **Question ralated with management skills and abilities** | | | | | | |
| 15 | The way of management administered the organization | | | | | |
| 16 | The satisfaction of Grivance handling system by the organization | | | | | |
| **Question related with management support** | | | | | | |
| 17 | The management takes care of the interests of employees on the working envaroment | | | | | |
| 18 | The way the management provides help to the employees in case of hard problems | | | | | |
| **Question related with company polices** | | | | | | |
| 19 | The employees are informed about company policies clearly | | | | | |
| 20 | The content of the company polices for the sake of employees and management relationship smoothness | | | | | |

| 21 | The company policies are executed as it is written in practice | | | | | |
|----|----------------------------------------------------------------|--|--|--|--|--|
| **Question related with freedom** | | | | | | |
| 22 | The freedom to use my own judgment ( to make decisions ) | | | | | |
| 23 | The freedom to express my opinions freely | | | | | |
| 24 | The chance to do the kind of work that I do best | | | | | |

## Part 111. Open End Questions

25. What are the major problems the organization faced related employee and management relationship ?

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26. Please indicate the possible solution for the problems related to the organization.

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Appendix B

Part v. Interview question for managerial positions

1. What is one characteristic that you believe every manager should possess?
2. What are the main challenges facing managers today? As well in your organization?
3. How do you encourage employee and other managers in your organization to communicate the "core values" and other formal communication?
4. How do you delegate power to employee found in your organization? How do you check and cross check the correct applicability?
5. What are the mechanisms used by the organization to solve employee management relationship problem?

ቅድስት ማርያም ዩኒቨርስቲ ኮሌጅ

ቢዝነስ ፋካሊቲ

የማኔጅመንት ትምህርት ክፍል

**በሰራተኞች የሚሞላ መጠይቅ**

ይህ መጠይቅ በኢትዮጲያ ቀይ መስቀል ድርጅት ውስጥ ያለውን የሰራተኞች እና የአስተዳደር ግንኙነት ለትምህርት(ለመመረቂያ ፅሁፍ) አላማ ብቻ አጥንቶ ለማቅረብ ተዘጋጅቶ የቀረበ ነው። የጥናቱ ውጤታማ መሆን ወይም አለመሆን በእርስዎ እውነተኛና ትክክለኛ መልስ ላይ የተመሰረተ ነው። ከእርስዎ የተሰጠ ማንኛውም መረጃ ሚስጥራዊነቱ በሚገባ የተጠበቀ ነው። ስለዚህ በተቻሎት መጠን እያንዳንዱን ጥያቄ መልስዎን አንዲሰጡ በአክብሮት እጠይቃለሁ።

**መመሪያ**

እባክዎን እያንዳንዱን ሃሳብ በጥንቃቄ አንብበው የሚስማማዎትን ምን ያህል እንደሆነ በሳጥኑ ውስጥ(X) ምልክት በማድረግ ይግለፁ።

**ክፍል 1. አጠቃላይ መረጃ**

1. እድሜ
   - [ ] ከ20-30
   - [ ] ከ31-40
   - [ ] ከ41-50
   - [ ] ከ51 በላይ

2. ፆታ
   - [ ] ወንድ
   - [ ] ሴት

3. የትምህርት ደረጃ
   - [ ] ከ10 ክፍል በታች
   - [ ] የሁለተኛ ደረጃ ያጠናቀቀ
   - [ ] ሰርተፊኬት
   - [ ] ዲፕሎማ
   - [ ] የመጀመሪያ ዲግሪ
   - [ ] ሁለተኛ ዲግሪና ከዚያ በላይ

ከላይ ከተጠቀሱት ውጭ ከሆኑ ክፍት ቦታ ላይ ይጥቀሱ_____

4. እዚህ መስሪያ ቤት መስራት ከጀመሩ ምን ያህል ጊዜ ይሆኖታል?
   - [ ] ከ2 አመት በታች
   - [ ] ከ3-5 አመት
   - [ ] ከ6-10 አመት
   - [ ] ከ10-15 አመት
   - [ ] ከ15 አመት በላይ

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## ክፍል 2 ከጥናቱ ጋር የተያያዙ(የሚገናኙ) ጥያቄዎች

| ቁጥር | ከተጠቀሰው ሀሳብ አንፃር በጣም አልስማማም፣አልስማማም፣ ምንም አይልም፣እስማማለሁ ወይም በጣም እስማማለሁ በማለት ይጥቀሱ። | በጣም አልስማማም | አልስማማም | ምንም አይልም | እስማማለሁ | በጣም እስማማለሁ |
|---|---|---|---|---|---|---|
| ከስራ ሁኔታ ጋር የተያያዙ ጥያቄዎች | | | | | | |
| 1. | መስሪያ ቤቱ የሚገኝበት አካባቢ የመጓጓዣ አገልግሎት ምቹነት | | | | | |
| 2. | የቢሮዎች አቀማመጥ ስራ ለመስራት ያላቸው ምቹነት | | | | | |
| 3. | በቢሮዎችና በስራ አካባቢው መስህብነት(ማለትም ንፁህና፣በቂ የአየር ሁኔታና የተሟላ አቅርቦት) | | | | | |
| ከሰራተኛ እድገት ጋር የተያያዙ ጥያቄዎች | | | | | | |
| 4. | በስራዬ እድገት ለማግኘት ባለኝ እድል | | | | | |
| 5. | የድርጅቱ አስተዳደር ሚዛናዊ በሆነ መልኩ ለእያንዳንዱ ሰራተኛ እድገት ስለመስጠቱ | | | | | |
| 6. | የስራ ኃላፌዬ/አለቃዬ በሚሰጠኝ የስራ ምዘና ውጤት ስራን በተመለከት ያለ ግንዛቤዎች | | | | | |
| 7. | ሰራተኞችና ኃላፊዎች ጠቃሚ፣ለውጦች፣ ስራዎች ላይ በሰአት የመገኘት ብቃት | | | | | |
| 8. | ድርጅቱ በስራ ላይ ሚያዋላቸውን ለውጦች ከድርጅቱ ህጋዊ ከሆነ ገላፃ ውጪ አስቀድሞ የመስማት ልምድ | | | | | |
| 9. | በድርጅቶት ውስጥ ቀልጣፋና በደንብ በተግባር የዋለ የመረጃ ልውውጥ መኖር(ከታች ወደ ላይ፣ከላይ ወደ ታችና የጎንዮሽ ግንኙነት) | | | | | |
| ከማህበራዊ ግንኙነት ጋር የተያያዙ ጥያቄዎች | | | | | | |
| 10. | ከስራ ጉደኞቼ ጋር የቀረበ ግንኙነት ለመፍጠር ባለው እድል | | | | | |
| 11. | ከስራ ሰአት ውጪ የድርጅቱ የበላይ ኃላፊዎች(አስተዳደር) ከሰራተኛው ጋር ማህበራዊ ክንዋኔዎችን የማድረግ ጥረት ተቀባይነትን ከማግኘት ጋር የተያያዙ ጥያቄዎች | | | | | |
| 12. | በሚያቀርቡዋቸው ሃሳቦች በስራ ኃላፊዎ/አለቃዎ ተቀባይነት የማግኘት ሁኔታ | | | | | |
| 13. | በድርጅቱ አስተዳደር ለሰራተኞች ጉዳይ በሚሰጠው ትኩረት | | | | | |
| 14. | ለሚሰሩት ስራ የሚስጥዋት እውቅና | | | | | |
| ከኃላፊዎች ሙያና ብቃት ጋር የተያያዙ ጥያቄዎች | | | | | | |
| 15. | የድርጅቱ አስተዳዳሪ ድርጅቱን የሚያስተዳድሩበት መንገድ | | | | | |
| 16. | የድርጅቱ አስተዳዳሪ ቅሬታዎችን የመፍታት ብቃት ከድርጅቱ አስተዳደር ተባባሪነት ጋር የተያያዙ ጥያቄዎች | | | | | |
| 17. | የድርጅቱ አመራር ከሰራተኞች ጋር ቅርበት የመፍጠርና ስራቸውን ለመደገፍ ባለው ቁርጠኝነት | | | | | |
| 18. | የድርጅቱ አመራር ከሰራተኞች ከፍተኛ ችግር ሲያጋጥማቸው ለመደገፍ ባለው ቁርጠኝነት | | | | | |
| ከድርጅቱ የስራ መመሪያ ጋር የተያያዙ ጥያቄዎች | | | | | | |
| 19. | ለሰራተኞች ስለድርጅቱ መመሪያዎች በግልፅ የሚያሳውቅበት መንገድ | | | | | |
| 20. | የድርጅቱ መመሪያዎች ይዘት ለሰራተኛው ሃልውና ባለው አስተዋፅ | | | | | |

| 21. | የድርጅቱ መመሪያዎች ከፅሁፍ ባለፈ ተግባራዊ መሆን | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | በነፃነት ስራን ከመስራት ጋር የተያያዙ ጥያቄዎች | | | | | |
| 22. | በራሴ ውሳኔ ለመጠቀም ባለኝ ነፃነት | | | | | |
| 23. | ሃሳቤን ያለጋደብ ለመግለፅ ያለኝ ነፃነት | | | | | |
| 24. | ውጤታማ የምንሆንበትን ስራ ለመስራት ያለኝ እድል | | | | | |

25. በድርጅቱ ውስጥ በሰራተኞችና በአስተዳደር ግንኙነት ላይ የሚልዋቸው ችግሮች በዝርዝር ይግለፁ?

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26. በድርጅቱ የሚታዩ ችግሮች መፍትሄ ሊሆኑ ይችላሉ የሚሉዋቸውን ግለፁ?

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## DECLARATION

I undersdesigned declare that this senior research is my original work, prepared under the guidance of  Ato Mussie Mindaye. All source of materials used for the manuscript have been duly acknowledged.

Name: - <u>Beriya Yassin</u>

Signature: - _____

Place of submission: - <u>St. Mary's university</u>

Date of submission: - <u>June, 2014</u>

## SUBMISSION APPROVAL SHEET

This senior research paper has been submitted to the department of management in partial fulfillment for the requirement of BA Degree in management with my approval as an advisor.

Name: - _____

Signature: - _____

Date of submission: - _____