



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

**EMPLOYEE RELATIONSHIP MANAGEMENT AND ITS EFFECTS ON
EMPLOYEES' PERFORMANCE: IN SELECTED EXPORT-IMPORT PRIVATE
COMPANIES OF ADDIS ABABA.**

**BY
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**January 2019
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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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List of Abbreviation/Acronyms

ERM	Employee Relations Management
HRM	Human Resource Management
HR	Human Resource
CRM	Customer Relation Management
ER	Employee relationship
KPIs	key Performance Indicators
PM	Performance Management
DBE	Development Bank of Ethiopia
PSUs	Public Sector Undertakings
WERS	Workplace Employee Relations Survey
SMEs	Small and Medium Enterprises
NWU	North-West University
IT	International Technology
NBS	National Bureau of Statistics of China
HRD	Human Resource Development
ECS	Ethiopian Catholic Secretariats
SMART	Simple, Measurable, Attainable, Realistic, Time-bound

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Abstract

This research investigates the effect of Employee Relationship Management (ERM) on the employees' performance in the case of selected export-import private companies operating in Addis Ababa. ERM's main components considered in this study include HRM practices, communication, trust, shared goals and values, and leadership styles).

The data of the research was collected using a questionnaire which was distributed to 200 employees (males, females with different age, education and years of employment) who were selected from Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC. The sample respondents were selected using a systematic random sampling method wherein the sampling frame was ordered alphabetically and 200 employees were drawn at an interval of three from the total population of 600. Of 200 questionnaires, 168 questionnaires were returned and used for analysis. The analysis was made using SPSS IBM Version 20.

The findings indicated that there is a statistical significant relationship between employee relationship management components and the employee's performance at 0.05 level. These showed that effective ERM in Export-Import Sectors has a positive impact on the performance of the employees.

Thus the researcher recommends that the companies should pay special attention to ERM components by carefully incorporating them into their strategy to develop and maintain the employees' skills, abilities, motivation, etc. to enable them carryout their duties and tasks effectively and efficiently.

Key Words: ERM, Performance of Employees.

CHAPTER ONE

INTRODUCTION

1.1. Background

In the success of every organization, employees reign supreme. The effective and efficient achievement of organizational tasks can invariably be attributed to the smooth flow of relationship that is cultivated between employees and employers. That is why it becomes a focal point for the success of an organization to manage and cultivate employees relationship and in so doing achieve competitive advantage. It is very vital to have a strong relationship between employees and employers that leads to productivity, motivation, and better performance.

Hence, human resource system is taken as a unique central component in any organization in controlling other components in an organization like finance, marketing, materials, technology, information and production. In today's scenario where all other resources flow freely across borders, only human knowledge remains the only comparative advantage for any organization as the current businesses are undergoing swift changes due to changes in technology, software products, attitudes, etc (Bajaj, R., 2013, p. 89). Thus one of the core functions of Human Resource Management (HRM) is anchored in establishing good relationship among employees and maintaining high morale and providing good working conditions in an organization; as it helps and acts as a change agent while controlling various activities of the organization (Bajaj et al., 2013, p. 90).

Employee Relationship Management (ERM) and Employee Relations Management that stand in equal contextual meaning in all organizations is a tool and a strategic process to manage and increase motivation in the workforce by increased focus on continuous perfection of the individual relationships between the employer and each employee (Wargborn, 2008, p. 67). A very vital success factor for strategic HR policy these days is applying of ERM within an enterprise.

ERM is a concept, not technology, or software product, which focuses on new forms of communication within a company (Bajaj et al., 2013, p. 192). Like any other new management concept, ERM is taken as beneficial approach that gives mutual values for employees and employers. The chief values promised to employees are the greatest possible satisfaction of their individual needs, while the increased attraction, retention, motivation and performance of employees are values promised to employers (Strohmeier, 2013, p. 13).

All in all ERM signifies that the administrative staff at all levels of enterprises and the administrative staff of human resource recognize the organizational goals through working out and implementing various human resource policies and administration behaviors, and regulating the connection and influence among enterprise and staff. Especially ERM is integral to the communication management between enterprise and the staff, this kind of communication espouses flexibility, encouragement and non-compulsory means to improve staff's satisfaction, support enterprises to realize the goal. ERM runs through every aspect in human resource management, which begins from the first day of employing the staff (Yongcai, 2010, p. 940). It includes all the matters of employers and managers that bind these associations and hence embraces a collective relation among managers and workers. It promotes commitment, empowers employees in achieving organizational objectives and curtails workplace conflict and fosters trust (Bajaj et al., 2013, p. 98).

Facilitating and maintaining a favorable employee relations environment must be a part of every manager's performance objectives. Supervisors and managers are the key link between employees and their company. As these relationships get strengthened, employees begin to enjoy their job satisfaction and as a result become more productive (Daniel, 2013, p. 56).

A careful consideration of individual employees' needs creating genuine employees' value contributes to the attraction and retention of qualified employees amidst these increasingly strained labor markets. What is more of these is that it will clearly strengthen employee motivation and performance. In this respect, employees' value should be conceptualized in a broad sense. Apart from the economic needs (e.g., salary, bonuses, benefits) of employees, their psychological (e.g., self actualization, competence, achievement) and social needs (e.g.,

recognition, relatedness, trust) require thorough consideration (Strohmeier, 2013, p. 95). This is one of the core reasons the researcher intended to dwell himself in studying ERM and its effect on employees' performance in the case of Yanet Trading PLC, BEAEKA General PLC and Eureka Industrial Supplies PLC.

As far as people remain to be our point of concern, ERM needs sensitive handlings, especially during times of technological changes, market slump, cost-cutting and organizational restructuring. The ERM must address procedural and interactional equity, which means "people" involvement in all fundamental business processes (Singh & Kumar, 2011, p. 126). Hence, for a sustainable business growth, a periodical study of ERM and its effects on employees' performance reigns supreme among other things.

1.2. Statement of the Problem

It has almost become an indubitable fact that most employees at business private sectors do not discharge their performance at their level best when there is unhealthy relationship between them and their employers. When employees are not happy, it follows that they will unlikely make the customers happy. The organization is in the way scaring away its business and losing its profits. It is for this reason that management is reminded now and then to give outmost care in crafting strong relationship with their employees. This must be so as on one hand human resources are the most important asset in the organization; and on the other hand management is responsible for organizing, coordinating, planning staff and other organizational resources in order to achieve the stated goals and objectives. This situation generates a necessity of employer-employee relationship, which is central for the development of any organization (Bratton & Gold, 2013, p. 357).

One of the challenges with a relationship is that it is much like an iceberg. The visible part of the relationship is only the tip of the iceberg that is visible above the water level. Most of the factors that determine the quality of a relationship are however beneath the water. All these are contrived with the aim of improving productivity rather than interacting with employees (Debawy, 2011).

The abovementioned has shown us how scholars and business writers have for long recognized the need of the importance of employees' and employers' relationships in an organization. A number of other researchers examined various aspects of ERM in different organizations; for instance, Shahzad and others (2011) investigated the impact of HR practices on perceived performance of university teachers in Pakistan. Chinomona and Sandada (2013) examined Shared goals, Communication and Absence of Damaging Conflicts as Antecedents of Employee Relationship strength at Institutions of Higher Learning in South Africa. Tzafrir (2010) studied the relationship between Trust, HRM Practices and Firm Performance while Carstens and Barnesthe (2010) investigated Quality of Leader/Employee Relationship in Business Performance. Although these and other earlier studies have made their own contributions to the concepts of ERM and their impact on organizational performance, the findings of the studies may not serve in the Ethiopian context. The study of the relationship between Employees' performance and ERM can be said to be in its infancy stage in Ethiopia as there hasn't been enough of its kind so far (Assefa, 2016). There are a few Effect or Impact studies on the separate components of ERM in Ethiopia. For example, Kirubel (2015) examined the determinants and effects of organizational trust in employees in the Development Bank of Ethiopia. Alganesh (2015) tried to identify the impact of organizational communication on the work performance at Ethio -Telecom. Gebreyesus (2013) investigated the effect of the managerial communications system on performance according to the employees and academic supervisor's point of view of Addis Ababa School of Commerce. Tadele (2012) studied leadership styles and its relationship to employees' performance as seen by employees in the Save the Children of Ethiopia.

The researcher has benefited from the previous studies in developing the theoretical part of the research, formulating the research problem statement and variables. This research varies from other studies in that the researcher has compiled the research variables from different models which give a better and wide understanding for the concept.

On account of the reviewing of the methodology of the studies, it's very clear that most of the studies used the descriptive-analytic methodology. Questionnaires were used as tools of study and implemented on different samples according to the population of the research. The

researchers used a systematic random sampling method wherein the sampling frame was ordered alphabetically and 200 employees were drawn at an interval of three from the total population of 600. These companies were selected for study on the basis of previous acquaintances with the owners of the companies. Had it not been for this reason it could have been difficult to convince the trading companies in Addis Ababa to conduct such a study and for this explanation the researcher cannot claim these companies can be a good representative of all similar companies in the city.

In fact, most of the referred researchers studied in one way or another ERM related to another variables or one of the human management practices; however, none of them had considered them in their totality. Also they reached to results dealing with different variables of ERM from different point of views and they confirmed that there is importance of ERM on which the top management should give due attention in their organizations.

Built on previous studies valuable results and recommendations; the researcher has designed this research to examine the ERM which differentiates from others in the way that it spots the light on a very specific sector which is the Export-Import Business sector. They are considered one of the most effectively important and valuable organizations in Ethiopia, Addis Ababa. Thus, this is an attempt to study the effects of ERM on employees' performance from the perspective of the ERM components in their totality.

Although, the previous studies in this field are few and the experiences are different, it's obvious that there is a contrast in the improvement of this field due to many factors. These previous studies add information and ideas that have helped in clearing the picture of the research problem and the main question and in determining the tools that were used in collecting the data. The most distinctive characteristic of this research is that it is one of the few studies which studied ERM and its effect on employees' performance encompassing all ERM components in their totality. This is to imply that it is also different in the variables used in the research (HR Practices, Communication, Trust, Shared Goals and values, Leadership Styles). As have seen by the researcher, these variables play a very strong role in building a very clear picture about the

ERM and employees' performance in the Export-Import Business sector. It is in view of the aforementioned gaps that the researcher had mustered up his courage to conduct this study.

Specifically, this study intends to address whether employees' performance may vary based on the interaction they have with their manager. This study aims to determine whether there is an effect of ERM on employees' performance at Yanet Trading PLC, BEAEKA General PLC and EUREKA Industrial Supplies PLC. Hence the problem of this research can be summarized in the following statement:

To what extent employee relationship management contributes to improve employee's performance?

1.3. Research Objective

1.3.1. General Objective

The main objective of this study was to examine the extent to which employee relationship management would contribute to improve employees' performance.

1.3.2. Specific Objectives

This study was guided by the following specific objectives:

1. To examine the effect of ERM on employees' performance at Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC.
2. To identify the obstacles and problems which negatively affect the implementation of ERM at Yanet Trading PLC, BEAEKA General Business PLC and Eureka Industrial Supplies PLC.
3. To identify ways on how to apply ERM at Yanet Trading PLC, BEAEKA General Business PLC and Eureka Industrial Supplies PLC.

1.4. Background of Organizations

1.4.1. Introduction

The research population comprised of three private business sectors which are Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC. These companies were selected from business sectors as they were the only ones which had showed keenness to the researcher's request to conduct the study. The researcher had requested on the phone twelve similar companies whose area of business is on Export-Import; but only these companies had volunteered themselves to be the target of the study because the researcher had previous acquaintances with the owners of the companies. Had it not been for this reason it could have been difficult to convince the trading companies in Ethiopia to conduct such a study and for this explanation the researcher cannot claim these companies can be of a good representative of all similar companies in Addis Ababa. It was with this limitation that they were somehow selected to represent all the other Export – Import companies in Addis Ababa. According to the preliminary small interview with the owners of these companies, three of them were found to be so interested in developing employees that one of their values is to enhance the internal capabilities through developing their employees to provide their services for customers with high quality and consistency. However, EUREKA Industrial Supplies PLC had declined to share its company profile to the researcher for no apparent reason so it is not included here.

1.4.2. Yanet Trading PLC

Yanet Trading PLC was established on November 2, 2003 in accordance with the Commercial Code of Ethiopia, with a paid up capital of 60,000 Ethiopian Birr with the objectives of importing industrial raw materials.

The registered capital of the company is 25,000,000 Birr while its assets reach well over 45,000,000 Birr.

This company has about 77 employees of which 18 permanent, 10 contracts and 12 temporary. It also comprises of employees with one Master's Degree, fourteen degree graduates, five diploma holders, three high schools completes and the rest with different educational levels.

The day to day activities of the company is managed and undertaken by hired and qualified Department Managers namely:- HRD & Property Adm., Finance, Sales & Marketing and Procurement & Supply Departments, all of which having distinctive delegation & responsibilities.

The company at present is staffed with the required Administrative, Technical and Supportive members.

Yanet Trading PLC is involved in the import, wholesale and distribution of chemicals (Caustic Soda, Hydrogen per Oxide, Titanium Dioxide, Soda Ash, Formic Acid, Sodium Chlorite, Acetic Acid, Linear Alkyl Benzene Sulphonic Acid, Sodium Lauryl Ether Sulphate, and several others), Fragrances for Soap & Detergent Industries, Food Grade Flavors for Food & Beverage Industries, Dyestuffs (paints for textile and tannery industries), industrial raw materials and equipment; Organic Surface Active Agents for Brewery industries.

1.4.3. BEAEKA General Business PLC

The population for this study will include all management staff and employees of BeaeKa general business plc. There are 126 employees working in BeaeKa excluding employees outside of the head office.

BEAEKA General Business PLC was established in 2002 EC by two shareholders as per the commercial law of Ethiopia with a paid-up capital of Birr 14,000,000 and registered by the concerned government organ to undertake international and domestic businesses in Ethiopia.

The Company is located in Addis Ababa, Gulele sub-city, Addisu Gebeya, at its own building known as BEAEKA Building. Currently the company has about 126 employees in different positions and different branches performing different responsibilities.

The company is privately owned multi Sectorial Company engaged in variety of business activities basically: Import/ Export, Construction, construction machinery rental, Industries, Agriculture, Printing and spare part sales.

BEAEKA Export/Import: the company currently exports more than five different items to different parts of the world: Sesame seeds, peanut, soya bean, Chick peas and pea beans to Far East and Middle East and currently the company plan to expand market destinations to Europe and USA. Currently the company is engaged in producing export worthy Sesame seeds and

coffee in its own lands that are located in northern part of Ethiopia, Jawee and in southwest part of Ethiopia, Tapie.

In relation to import, the company imports earth moving construction machineries for sale and for its own use as it is currently engaged in constructing roads, bridges, commercial buildings, healthcare, condominium house, higher education and other projects throughout different regions in Ethiopia.

BEAEKA industries are establishing a marble, paint and edible oil factories that are located in Addis Ababa and Bahirdar. And also the company is on the process establishing chemical and packaging industries with 1.3 billion birr.

1.5. Significance of the Study

Improving the performance of workers has gained attention in both private and public sectors. Attention also needs to be placed in the effort of improving employees' relationship management. Efforts need to be made to ensure that reasons preventing optimal performance are identified. A lot of studies and literature focus on CRM in Private Service Organizations especially on banks but little attention has been given to ERM in Addis Ababa Private Business Organizations in practice.

This research assumed to help inform the three companies to pay special attention to all components of ERM involving HR practices, communication, trust, leadership styles and shared goals and values as important variables because of its great effect on employee performance on long term.

The research is expected to help managers and workers of the study targets to decide to have clear model for ERM that contains every aspects for the employee relationships where ERM must be a new concept the organizations may adopt and implement where the employees are the key success of the organization.

The study is expected to add on to the existing literature on the implementation of ERM measures in the Private Business Organizations.

The research is assumed in totality to help to revive the target organizations to a good functional state and somehow guarantee their effective and smooth existence.

1.6. Scope and Limitation of the Study

1.6.1. Scope of the Study

The scope of the research is limited to the Import & Export private companies of Addis Ababa as “there is little research endeavor on the study topic before on these companies other than on Banks and Governmental Institutions like Tele” (Abraham, 2015). The research has relied only on three private Export & Import companies among “11 actively relatively large working companies” (Addis Ababa Chamber of Commerce Bulletin, 2016. P.27) as it is only these three companies which have promised to allow the researcher to conduct the study. The questionnaire has been administered only to those employees, department heads and managers who are directly dealing with the import & export activities of the companies. This includes groups of members of the sample of the target business organizations such as front desk employees, supervisors, purchasers, accountants, event planners, sales and marketing personnel and other specialized departmental workers whose perception can also disclose the quality of the prevailing Employee Relationship Management and its effect on ones’ performance. Nonetheless, had there not been constraints of resources, it would have been more productive if the study had included all Import & Export Private Companies in Addis Ababa.

The subject matter of ERM and its Effect on Employees’ Performance comprises different concepts and variables, and analyses made by using very few statistical measurement tools may lead to misleading conclusions; and hence fittingly congenial tools to the research objectives were cautiously implemented.

1.6.2. Limitations of the Study

The main limitation of this study was its inability to select enough numbers of organizations to be sound representatives of Import-export companies in Addis Ababa despite the fact that the researcher had requested on the phone twelve similar companies whose area of business are on Export-Import but all except three declined the request even after the researcher's frequent on person visit to the companies. The negative perception of some middle level managers to take time and fill the questionnaire can also be taken as another limitation as it might have its own repercussion on the accuracy of the elicited data.

The researcher was able to accomplish the data collection task with extraordinary patience and commitment except that he couldn't administer the interview questions as respondents' reply for consent of the same has become zilch despite continuous requests. In addition, absence of related studies and literature regarding the effect of ERM on performance of employees in Ethiopian context, particularly in the Import – Export Business sectors, has significantly enforced this study to build up on the concepts of other countries' context. It is with these conditions that the results of this study should be accepted.

1.7. Organization of the Paper

The study is organized into five chapters. Accordingly, the first chapter commences with the introduction part of the study; the second chapter discusses the details of related literature of the study and the conceptual framework. The third chapter has focused on research methodology and design while the fourth chapter has discussed data analysis and hypothesis testing and finally chapter five deals with summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature

A consciously drawn out initiative of the company to build a strong relationship with its employees should be given a high priority as the employees are the pillars for the companies building of relationship with the customers (Rai, 2013, p. 327). The needs of the employees should be taken care of very well and this can be manifested by HRM practices like Training, Job Satisfaction, Job Rotation, Participative Management, Performance Appraisal and Career Planning for them. The satisfaction of employees is integral to employees' relations and hence ERM status can be understood by equating ERM to the satisfaction of employees where satisfaction is taken as proxy variable (Sinha & Bajaj, 2013, p. 32).

The best way to bridge the productivity gap of an employee is to build a cordial relationship with the employee. This promotes the employee personal effectiveness and productivity because when the manager takes the time to develop these relationships and guides employees in their work, more quality work will be able to be produced. It is evidently true that it is only through good relationships coupled with strong, sensitive leadership can a unified department be built (Chapman & Goodwin, 2001, p. 68).

It has almost become certain that most employees at business private sectors do not discharge their performance at their level best when there is unhealthy relationship between them and their employers. This is consistent to what Sinha & Bajaj and Chapman & Goodwin have already hinted above. When employees are not happy, it follows that they will unlikely make the customers happy. The organization is in the way scaring away its business and losing its profits. It is for this reason that management is reminded now and then to give outmost care in crafting strong relationship with their employees. This must be so as on one hand human resources are the most important asset in the organization; and on the other hand management is responsible for organizing, coordinating, planning staff and other organizational resources in order to achieve the stated goals and objectives. This situation generates a necessity of employer-employee

relationship, which is central for the development of any organization (Bratton & Gold, 2013, p. 357).

One of the challenges with a relationship is that it is much like an iceberg. The visible part of the relationship is only the tip of the iceberg that is visible above the water level. Most of the factors that determine the quality of a relationship are however beneath the water. All these are contrived with the aim of improving productivity rather than interacting with employees (Debawy, 2011).

2.1.1. ERM Components

It is important here to mention the research variables (ERM components) which are related to the employees' performance.

- A. HR Practices: HR Practices is crucial functions of Human Resource Management which can bring about change status of ERM in the organization as this function can be quantified and can result in statistical data to prove its importance in enhancing ERM status in the organization. Hence improved quality and productivity linked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career Planning and Development. Better training policies and assessment can improve employees' satisfaction in the organization hence improving ERM status in the organization. (Sinha & Bajaj, 2013, p. 33).
- B. Trust: Trust is a critical variable influencing the performance, effectiveness, and efficiency of the organization (Dirks & Ferrin, 2002). Trust is considered one of the most influential variables on organizational performance. Trust may grow, decline, or even reemerge over the course of a relationship.
- C. Communication: Communication is important in organization. It serves as the coordination link between people and organizational functions. Ongoing, frequent two way communication is one of the most important components of a comprehensive

employee relations strategy. Interactive communication both giving a message and actively listening to what is being said in response build trust between employees and their managers (Daniel, 2003, pp. 51-52).

D. Leadership Style: Leadership is considered a factor that has a major influence on the performance of organizations, managers and employees (Wang et al., 2005, p. 420). Leadership style, often called 'management style', describes the approach managers use to deal with people in their teams. There are many styles of leadership; and the performance of employees varies according to the styles of the leadership they are within. (Armstrong, 2009, p. 377):

E. Shared Goals and Values: In the business context, a goal is most commonly viewed as something that a firm "values" and the extent to which employee's value the same goal provides a sharing of something of value between employees and the firm. Shared values is defined as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Herington et al., 2009, p. 1103).

2.1.2. Effect of ERM on Employees Performance

Success in a scientific endeavor depends significantly on imaginative and flexible systems of management and administration, which will help in realization of the full potential of the gifted, trained and highly valuable manpower resources, and ensure conditions for the highest level of performance. It is imperative to have a dynamic and sensitive management, and appropriate working conditions and incentives which will attract, retain and deploy in a patently efficient manner these precious human resources. It is now commonly accepted that employees constitute an important resource of competitive advantage for firms. As a result, it is important for a firm to adopt ERM that makes the best use of its employees (Chandra, 2009, p. 16).

More specifically, ERM allows HR professionals to more accurately identify employee's motivations, needs and preferences as well as better align employment practices to real needs, which minimizes staff turnover and at the same time maximizes staff retention by the definition

of more appropriate recruitment profiles. The final results promoted by ERM adoption are better-equipped managers, employee loyalty, empowered employees, improved employee satisfaction, preferred employer status, and reduced costs, (Batista et al., 2003, p. 5).

2.2. Empirical Literature

This chapter presents previous studies carried out by different authors on ERM and its components. Recently small numbers of local studies discuss the concept of ERM and its effect on employees' performance which lead the researcher to depend on foreign studies that are related directly to the ERM and its components. The lack of these researches is due to the fact that ERM is a relatively new concept and the researcher tries to find a clear definition and build literature for it. These studies are from traditional to online libraries. This research depends on both foreign and local studies.

The succinct aforementioned in the theoretical literature has shown us how scholars and business writers have for long recognized the need of the importance of employees' and employers' relationships in an organization. A number of other researchers examined various aspects of ERM in different organizations; to briefly cite some of the available ones for instance, Shahzad and others (2011) investigated the impact of HR practices on perceived performance of university teachers in Pakistan. Chinomona and Sandada (2013) examined Shared goals, Communication and Absence of Damaging Conflicts as Antecedents of Employee Relationship strength at Institutions of Higher Learning in South Africa. Tzafirir (2010) studied the relationship between Trust, HRM Practices and Firm Performance while Carstens and Barnesthe (2010) investigated Quality of Leader/Employee Relationship in Business Performance. The study of the relationship between Employees' performance and ERM can be said to be in its infancy stage in Ethiopia as there hasn't been enough of its kind so far (Assefa, 2016). There are a few Effect or Impact studies on the separate components of in Ethiopia. For example, Kirubel (2015) examined the determinants and effects of organizational trust in employees in the

Development Bank of Ethiopia. Alganesh (2015) tried to identify the impact of organizational communication on the work performance at Ethio -Telecom. Gebreyesus (2013) investigated the effect of the managerial communications system on performance according to the employees and academic supervisor's point of view of Addis Ababa School of Commerce. Tadele (2012) studied leadership styles and its relationship to employees' performance as seen by employees in the Save the Children of Ethiopia. The foregoing showed the most distinctive characteristic of this research in that it is one of the few studies which studied ERM and its effect on employees' performance encompassing all ERM components in their totality. This is to imply that it is also different in the variables used in the research (HR Practices, Communication, Trust, Shared Goals and values, Leadership Styles).

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1. Research Methodology and Research Procedure

3.1.1. Research Design

The research followed the descriptive analytical approach in that the developed hypotheses were tested after conducting the planned data collection process. Analysis of quantitative data enables the researcher to determine to what extent there is a relationship between two or more variables.

The study used descriptive research design. It enables to discover the correlation among the variables under the study. The study examined the effect of ERM on employees' performance at Yanet Trading PLC, BEAEKA General Business PLC and EURKA Industrial Supplies PLC. The researcher's purpose was to investigate the effect of ERM on employees' performance at these selected companies on the basis of the sample analysis.

Managers and employees were selected as respondents from the selected companies using a systematic random sampling wherein the sampling frame was ordered alphabetically and 200 employees were drawn at an interval of three from the total population of 600.

Data was obtained by distributing a questionnaire. After the data has been collected, it was examined for completeness, consistency and reliability. The data collected was processed and analyzed. The processing and analyzing include coding the questionnaire and performing statistical computations.

3.1.2. Conceptual Framework and Hypotheses

3.1.2.1. Research Variables

The variables of the research were the following:

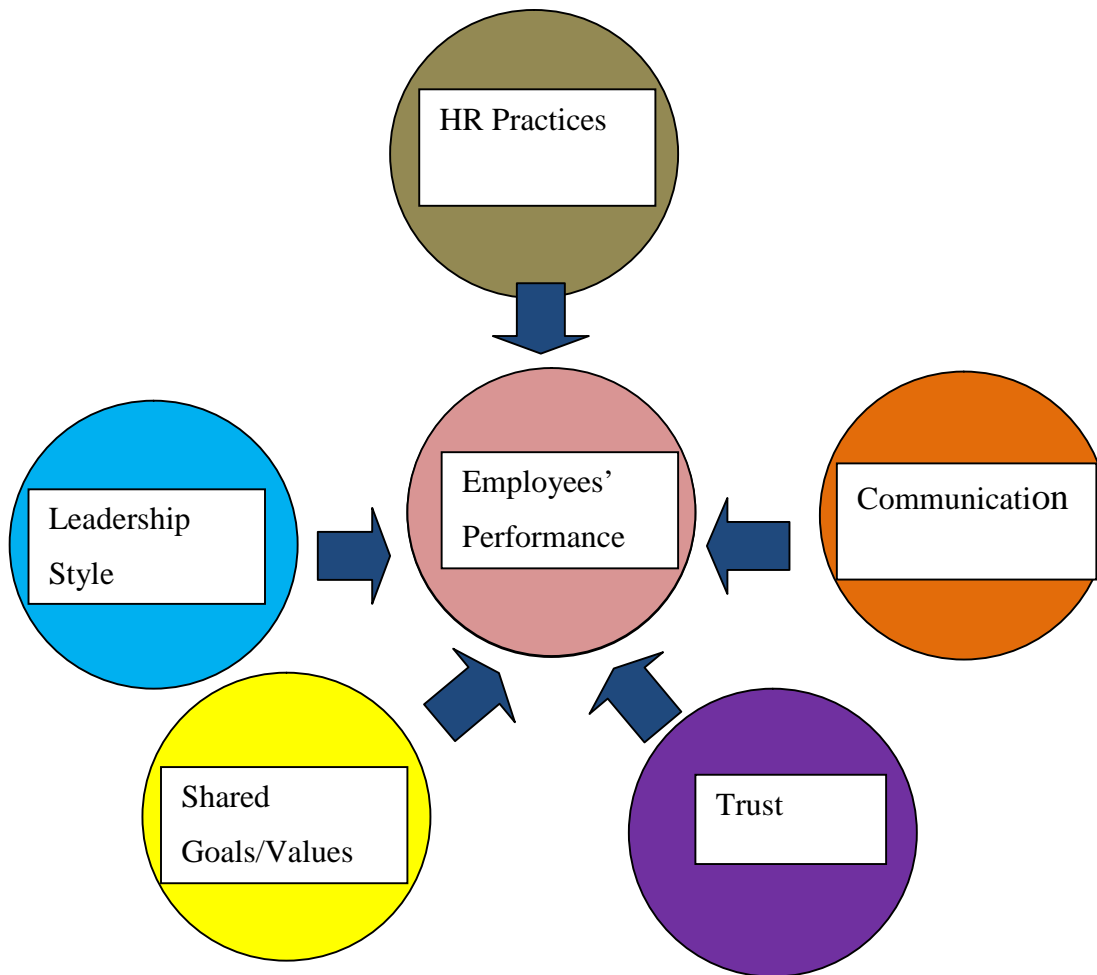
1. Dependent Variable: Employee Performance

2. Independent Variables (ERM Components):
 - a. HR Practices
 - b. Corporate Communication
 - c. Trust
 - d. Shared goals/values
 - e. Leadership Style

As we cannot imagine a living oak tree without its branches, trunk and roots, we cannot conceptualize ERM models without its all variables in order to make a holistic study on the effect of Employee Relationship Management (ERM) on the employees' performance. These variables are taken as families in this study which can be likened as branches of a tree that grow in different directions while their roots remain as one. As the invisible roots give rise to the visible branches, the causes give rise to the effect. So it can go without saying that all the variables be considered to study the effect of ERM on employees' performance. This is consistent with the study of Singh & Kumar, 2011, p. 120 that stated that the need for including all variables to study the effect of ERM within the enterprise is crucial for every enterprise operating in a competitive environment, though it is not clearly mentioned in their study why it is crucial to include all of them instead of treating them separately. "One of the challenges with a relationship is that it is much like an iceberg. The visible part of the relationship is only the tip of the iceberg that is visible above the water level. Most of the factors that determine the quality of a relationship are however beneath the water. All these are contrived with the aim of improving productivity rather than interacting with employees (Debawy, 2011)." It is of course this

inclusion that makes this study different from the previous studies that fall under the sight of the researcher. All the previous studies took one or two variables to effect similar study.

Figure (1) Research Variables



Source: Articulated by the Researcher, 2018, based on ERM Models

3.1.2.2. Research Hypothesis

The hypotheses of this study have been formulated by referring to the existing theories and past empirical studies that have been conducted on ERM and its relationship with employees' performance in different sectors other than Export-Import Private Business Sector. The hypotheses of this particular study are intended to catch the ERM components quantitatively

through structured review of documents. Thus, in line with the broad objective of the study, the following hypotheses were tested.

H1: There is a statistical significant relationship for employee relationship management components on the employee's performance at 0.05 level.

This hypothesis is based on the study of Bajaj (2014), Suggestions to Implement Human Relations and Its Determinants in Public Sectors with the purpose of exploring the status of Employee Relationship Management as it exists in various Public Sector Undertakings (PSUs) in India and to understand the relationship of ERM with its determinants in the organization.

Some of the most important results were: Good and healthy relationship between employers and employee is important for increasing productivity and efficiency for an organization; and compensation plays important role in building ERM of the organization and should be given autonomy and benefits to employees according to their performance.

a. There is a statistical significant relationship for applying HR practices on the employee's performance 0.05 level.

This hypothesis is based on the studies of Shahzad and others (2011) on the Impact of HR Practices on Perceived Performance of University Teachers in Pakistan with attempt to test the relationship between HR practices and employee performance in a developing country. It examines the relationship between three HR practices (compensation, promotion and performance evaluation and perceived employee performance) among university teachers in Pakistan. The results showed that there are relationships between HR practices and employee performance in a developing country

b. There is a statistical significant relationship for communication on the employee's performance at 0.05 level.

This hypothesis depended on the study of Aganesh G/Medhin (2015) and others whose studies focused on identifying the impact of organizational communication on the work and came up with result that communication has an impact on work performance.

c. There is a statistical significant relationship for Trust on the employee's performance at 0.05 level.

This hypothesis is based on the study of Kirubel Arega (2015) that examined the trust between employers and employees of DBE in the Main Office and concluded with one of the results that stated that there are positive perceptions by employers toward organizational trust among employees.

d. There is a statistical significant relationship for Shared goals/Values on the employee's performance at 0.05 level.

This is somehow based on the study of Holtzhausen and Fourie (2012), Employees' perceptions of institutional values and employer - employee relationships at the North-West University with the purpose to determine the nature of the (North-West University) NWU's employer-employee relationships and employees' perceptions of the institution's newly established corporate identity in South Africa. The most important results were: Employees were satisfied with their relationship with their employers but the type of relationship wasn't clearly identified; communicating effectively with employees helps the organizations' works to go effectively and it benefits employer - employee relationship management; and trust has several core dimensions: integrity, dependability and competence that together describe confidence and a willingness to participate in the relationship.

e. There is a statistical significant relationship for Leadership Style on the employee's performance at 0.05 level.

This hypothesis formed its base on study of Tadele Solomon (2012) on Leadership styles and its relationship to employees performance as seen by employees in the Save the Children Ethiopia with the aim of examining the relationship between leadership styles and employees performance by identifying the old and new leadership styles and its methods which aimed to raise the

employees' performance. The general result of the study showed that leadership styles have both positive and negative impact on the performance of employees.

2. There is a statistical significant effect of employee relationship management components on the employee's performance at 0.05 level.

This hypothesis is based on Kuzua and Ozilhan's (2015) study on the Effect of Employee Relationships and Knowledge Sharing on Employees' Performance which came up with the results that Employee-employer and employee-organization relationships are part of a business's internal relationship management which focused on human resource activities to build trust and improve organizational effectiveness. Employee relationships and knowledge sharing have a mid-level positive association with employee performance. Employee performance can be affected by some conditions like job satisfaction, working environment, motivation and stresses.

2. There is a statistical significant difference among respondents attitude toward employee relationship management due to personal traits.

Though this hypothesis lacks basing itself on any of previous studies, it is naturally expected that there will be significant differences among respondents towards employee relationship management due to personal traits as individuals have different mind sets.

3.3. Data Source and Data Collection Methods.

The researcher used two sources of data that was collected carefully in order to achieve the research objectives. The sources and the data gathering tools have been described as under:-

1. Secondary Data: It was obtained from several journals that discussed ERM and its components. Also, many books related to it were used, in addition to thesis from universities and electronic libraries. Data about the selected companies were collected from its websites, quarterly and annual reports.

2. **Primary Data:** Primary data were collected from company managers and employees. A questionnaire was to collect data about the effectiveness of ERM on the performance of employees in the three companies namely, Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies. The respondents were asked regarding the research variables.

3.4. Study Population & Sampling Design

3.4.1. Research Population

The research population included the employees of the three private business sectors, namely Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC.

These were selected from Export-Import Private Business sectors primarily based on their willingness to be the study targets as requested by the researcher on person visit interview and also because they have relatively “good number of employees” among other Export-Import Private Business sectors in Addis Ababa ” (Addis Ababa Trade Ministry Bulletin, 2015). The following table includes the population of each organization:

Table (1): Population of the Research

The Organizations	Number of Employees
BEAEKA General Business PLC	126
Yanet Trading PLC	77
EUREKA Industrial Supplies PLC	83
TOTAL	286

Source: Articulated by the Researcher (Data from HR departments – April, 2018)

3.4.2. Research Sample

The researcher, based on stratified random sampling, selected the sample of the research during the research implementation from the targeted companies. The stratified random sample divided the population into groups that share similar characteristics or attributes. The targeted respondents were employees in the three companies that have direct and indirect involvement in the Export-Import Business Activities of the companies ranging from the general managers, line managers, customers' service officers, clerks, accountants, and general service providers.

Table (2): Sample of the Research

The Organizations	Number of Employees	Response Rate (%)
BEAEKA General Business PLC	78	100
Yanet Trading PLC	50	100
EUREKA Industrial Supplies PLC	40	86
TOTAL	168	95

Source: Articulated by the Researcher (2018)

Two hundred questionnaires were distributed and only 168 questionnaires were able to be collected. It was on the basis of these returned questionnaires that this sample size was taken for final analysis.

3.5. Questionnaire Design & Data Measurement

3.5.1. Questionnaire Design

The questionnaire was carefully designed in order to facilitate the collection process, in addition to maximizing the reliability and validity of data gathered from respondents. The questionnaire is composed of the following sections:

1. Section (1): It focused on the personal and organizational characteristics of the respondents including (age, gender, Marital Status, Functional Level, educational degree, years of experience

in the organization, and the organization's working sector) as these are important factors for insuring the validity and reliability of the data collected (Bajaj et al., 2013, p. 75).

2. Section (2): 14 questions focused on HR practices and its effect on employees' performance.
3. Section (3): 10 questions focused on communication and its effect on employees' performance.
4. Section (4): 9 questions focused on Trust and its effect on employees' performance.
5. Section (5): 9 questions focused on Shared Goals and Values and its effect on employees' performance.
6. Section (6): 8 questions focused on Leadership Styles and its effect on employees' performance.
7. Section (7): 15 questions focused on employees' performance.

3.5.2. Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there must be an appropriate method/s that can be applied to some and not to others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities.

They are merely numerical labels. Based on Likert scale they have the following:

Table3. Likert Scale

Item	Strongly Agree	Agree	Do not Know	Disagree	Strongly Disagree
Scale	5	4	3	2	1

3.6. Methods of Data Analysis

The researcher used both qualitative and quantitative data analysis methods. The analysis was done using Statistical Package for Social Sciences (SPSS IBM Version 20).

The researcher utilized the following statistical tools:

1. Kolmogorov-Smirnov test of normality. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Thode, 2002).
2. Pearson correlation coefficient for Validity. To ensure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related and structure validity test validity test (Pearson test).
3. Cronbach's Alpha for Reliability Statistics. To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied. Cronbach's Coefficient Alpha method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire.
4. Frequency and Descriptive analysis. Descriptive Analysis of the Sample Characteristics is necessary and for this reason frequency and descriptive analysis tool is employed as part of data analysis method.

5. Stepwise regression. In order to explore the relationship between dependent variable and independent variables, multiple regression analysis was conducted to see the impacts. One of the objectives of this research is to find out the relationships and the effect between employee relationship components (HR Practices, Trust, Communication, Leadership styles and shared goals and values) and employees' performance, so regression analysis is the best suitable tool for that purpose.
6. Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance).

A. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean of a paragraph is insignificantly different from a hypothesized value 3.

B. The Independent Samples *T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward the Employee Relationship Management and its Effect on Employees Performance at Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC due to (Gender, Marital status and Working Sector of the Organizations).

C. The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the Employee Relationship Management and its Effect on Employees Performance at Yanet Trading PLC

BEAEKA General Business PLC and EUREKA Industrial Supplies PLC due to (Age, Functional Level, Educational Degree and Years of Experience).

3.7. Standardization of the Questionnaire

The researcher has utilized the following questionnaire procedures:

1. The researcher designed the questionnaire and then it was reviewed and modified by the supervisor.
2. The modified copy was given to two academic and professional acquaintances who have excellent knowledge and expertise in the area of the research topic.
3. The questionnaire was modified based on the acquaintances' comments and a pilot sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire.
4. Based on the pilot phase findings, it was concluded that the questionnaire was ready to be distributed as a final copy.

3.8. Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To ensure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale (Kimberlin & Winterstein, 2008, p. 2277).

1. External (Pre-Pilot) Validity of the Questionnaire: It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the

researcher had taken the approval of the supervisor to review the tool on Academic levels to ensure its relevance and stability.

2. Criterion Related Validity: Internal consistency of the questionnaire is measured by a pilot sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

3.9. Reliability of the Questionnaire (Cronbach’s Coefficient Alpha)

The reliability of an instrument is the degree of consistency which measures the attribute it is supposed to be measuring (George & Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George & Mallery, 2006). To insure the reliability of the questionnaire, Cronbach’s Coefficient Alpha should be applied. Cronbach’s Coefficient Alpha method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach’s coefficient alpha value is between 0.0 and + 1.0, and the higher value reflects a higher degree of internal consistency. The Cronbach’s coefficient alpha was calculated for each field of the questionnaire.

Table (4): Cronbach's Alpha for Each Field of the Questionnaire

No.	Field	Cronbach's Alpha
1	Human Resources Practices	0.943
2	Communication	0.902
3	Trust	0.941
4	Shared Goals and Values	0.892
5	Leadership Styles	0.945
	Employee Relationship Management Components	0.981
	Employee Performance	0.915

All paragraphs of the questionnaire	0.980
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Table (4) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.892 and 0.981. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.980 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the research sample.

3.10. Research Procedure

The researcher had taken six phases to conduct and implement the research and having developed the research proposal that contained identifying and defining the problems and establishing objective of the research and developing research plan was the first phase. In the second phase a comprehensive literature review was conducted about ERM and employees' performance after receiving the approval on the research proposal. In the third phase, the researcher started developing a questionnaire including the determined variables to be measured. The questionnaire was evaluated and reviewed. The fourth phase focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study. The purpose of the pilot study was to test and prove that the questionnaire questions were clear to be answered in a way that would help to achieve the target of the research. The fifth phase was for distributing the questionnaire. This questionnaire was used to collect the required data on three Export-Import Business private sectors which are Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies. 200 questionnaires were distributed to the research population and 168 questionnaires were received. The analysis was done using Statistical Package for Social Sciences (SPSS IBM Version 25). The final phase included the conclusions and recommendations.

Chapter 4

Data Analysis and Hypothesis Testing

4.1. Introduction

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real picture about ERM and its effect on employees' performance at Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies. This chapter includes 4 main sections. The first is test of normality. The second is about descriptive analysis (the organizational and personal characteristics) which is presented and discussed. The third is about Data analysis (Means and Test values for each field). The fourth section is hypotheses testing. The findings that respond to these questions and objectives are discussed and compared to previous findings in other studies.

4.2. Test of Normality

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Thode, 2002).

Table (12) shows the results for Kolmogorov-Smirnov test of normality.

Table (5): Kolmogorov-Smirnov test

No.	Field	Kolmogorov-Smirnov	
		Statistic	P-value
1	Human Resources Practices	0.413	0.996
2	Communication	0.510	0.957
3	Trust	0.715	0.685
4	Shared Goals and Values	0.746	0.633
5	Leadership Styles	0.845	0.474
	Employee Relationship Management Components	0.573	0.897
	Employee Performance	0.849	0.467
	All paragraphs of the questionnaire	0.481	0.975

From Table (5). the p-value for each variable is greater than 0.05 level of significance, so the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

4.3. Descriptive Analysis of the Sample Characteristics

Table (6): Demographic Variables

Demographic Variables	Frequency	Percent
Age	Frequency	Percent
Less than 25	29	15.6
25 to less than 30	45	24.2
30 to less than 35	49	26.3
35 to less than 40	31	16.7
40 and more	32	17.2
Total	186	100
Gender	Frequency	Percent
Male	124	66.7
Female	62	33.3

Total	186	100
Marital Status	Frequency	Percent
Married	128	68.8
Single	53	28.5
Divorced	4	2.2
Widower	1	0.5
Total	186	100

In table no. (6), the first variable (age) shows that the majority of the respondents have ages less than 40, and this represents 82.8%, while 17.2% of the respondent's ages are "40 and more". This indicates how much these organizations are interested in employing young employees because it is growing continuously and need employees who are active and have the energy to perform effectively to improve themselves; while companies prefer to acquire older employees for top level positions that require more experience in order to enhance the skills of the younger employees and manage their work effectively.

The second variable (gender) shows that the majority of the respondents are males, and they represent 66.5% of the study sample compared to females. According to the annual report of Yanet Trading PLC, 78.67% of the employees were males by the end of 2018. Also, at BEAEKA General Business PLC females represented 26% of the total number of employees by the end of 2017, and at EUREKA Industrial Supplies just 19.73% of employees are females according to the annual report published at the end of 2017. These indicators imply how much employers prefer employing males rather than females.

The last demographic variable (marital status) indicated 68% were married, while 32% were single and others. This implies that there are more married than single employees in the organizations.

4. Functional Level

Table (7): Functional Level

Functional Level	Frequency	Percent
Top Management	21	11.3
Middle Management	36	19.4
Operational Management	129	69.4
	186	100.0

Table No. (7) Shows that 11.3% of the respondents are from the top management, 19.4% from the middle management and 69.4% are from the operational management. This indicates that the result reflects the opinion of middle and operational management more than the top management.

5. Educational Degree

Table (8): Educational Degree

Educational Degree	Frequency	Percent
Diploma and less	21	11.3
Bachelor	147	79
Master	18	9.7
PhD	-	-
Total	186	100.0

Table No. (8) Shows that 11.3% of the respondents hold "Diploma and less", while 88.7% of the respondents hold Bachelor's degree and master degree. This indicates the organizations' interest in employing educated employees in order to be able to perform their work with the set standards and the requirements of the job. It is also noted that none of the respondents holds a PhD degree, while 9.7% of the respondents holds a master degree; this means that some employees are interested to invest in their educational improvement to match their career development. The educational degree for the selected sample for reviewed studies varied according to the work field.

6. Years of Experience

Table (9): Years of Experience

Years of Experience	Frequency	Percent
Less than two years	27	14.5
2 to less than 5 years	44	23.7
5 to less than 10 years	69	37.1
10 years and more	46	24.7
Total	186	100.0

Table No. (9) Shows that 75.3% of the respondents have “less than 10 years” of services in the organizations, and 24.7% of the respondents have “more than 10 years” of service in the organizations. This indicates that the organizations have interest in improving employees who have limited experience compared to those who have 10 years and more.

7. Working Sector of the Organization

Table (10): Working Sector of the Organization

Working Sector	Frequency	Percent
Import-Export Sector	148	79.6
Import Sector Only	38	20.4
Total	186	100.0

Table No. (10) Shows that 79.6% of the respondents work in both in the Import-Export sector, and 20.4% of the respondents work only in Import sector. This number doesn't reflect the real number in the sectors because of rejecting other similar companies to distribute questionnaires.

4.4. Data Analysis & Interpretations

One sample t-test was used to determine the effectiveness of ERM at the selected companies. The analysis of the respondents were presented in order to obtain their direction regarding the questionnaires sentences if it is positive (proportional mean greater than "60%" and the p-value less than 0.05), or if it is neutral regarding the content of the sentences neutral (p-value is greater than 0.05), or if it is negative (proportional mean less than "60%" and the p-value less than 0.05).

The following tables show the analysis of the data based on the research questions.

A. ERM Components: There are five components as follows:

1. HR Practices

HR Practices is crucial functions of Human Resource Management which can bring about change status of ERM in the organization as this function can be quantified and can result in statistical data to prove its importance in enhancing ERM status in the organization. Hence improved quality and productivity linked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career Planning and Development. Better training policies and assessment can improve employees' satisfaction in the organization hence improving ERM status in the organization. (Sinha & Bajaj, 2013, p. 33).

2. Communication

Communication: Communication is important in organization. It serves as the coordination link between people and organizational functions. Ongoing, frequent two way communication is one of the most important components of a comprehensive employee relations strategy. Interactive communication both giving a message and actively listening to what is being said in response build trust between employees and their managers (Daniel, 2003, pp. 51-52).

3. Trust

Trust is a critical variable influencing the performance, effectiveness, and efficiency of the organization (Dirks & Ferrin, 2002). Trust is considered one of the most influential variables on organizational performance. Trust may grow, decline, or even remerge over the course of a relationship (Daniel, 2003, p. 53).

4. Shared Goals & Values

In the business context, a goal is most commonly viewed as something that a firm "values" and the extent to which employee's value the same goal provides a sharing of something of value between employees and the firm. Shared values is defined as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Herington et al., 2009, p. 1103). A reflection of connection among employees and management towards an important undertaking is the essence of a shared goal (Kantabutra & Avery, 2009, p. 11).

5. Leadership Styles

Leadership is considered a factor that has a major influence on the performance of organizations, managers and employees (Wang et al., 2005, p. 420). Leadership style, often called ‘management style’, describes the approach managers use to deal with people in their teams. There are many styles of leadership which have significant influence on employees’ performance (Armstrong, 2009, p. 377):

A. Human Resources Practices

Table (11): Means and Test values for “Human Resources Practices”

S.No.	Items	Mean	S.D.	Proportional Mean (%)	P-value (Sig.)	Remark
1	Selection and recruitment process in the organization considered fair.	3.78	0.97	75.70	0.000*	8
2	The organization provides employees with training opportunities that increase their abilities and skills.	4.02	0.75	80.43	0.000*	2
3	Employees' Training needs are discussed with the manager.	3.73	0.99	74.62	0.000*	11
4	Organization is capable of attracting distinguished qualified and expertise trainers to train employees.	3.95	0.81	79.02	0.000*	3
5	There is proportionality between the training the employee has had and the requirements of his work.	3.92	0.91	78.39	0.000*	4
6	Training contributes in having new information and skills that help to improve employee's performance.	4.03	0.78	80.54	0.000*	1
7	Rewards and incentives systems in the organization are characterized by its objectivity and transparency.	3.66	1.00	73.12	0.000*	14

8	Performance appraisal system contains standards to measure the employees' skills and performance.	3.88	0.94	77.63	0.000*	6
9	Performance appraisal system identifies the strengths and weaknesses of the employees.	3.78	0.87	75.59	0.000*	9
10	Reviewing the performance appraisal results contributes in employees' development.	3.89	0.82	77.84	0.000*	5
11	Managers seek to strengthen and expand relations with employees.	3.73	1.01	74.62	0.000*	11
12	Each employee is aware of his career path in the organization.	3.83	0.83	76.56	0.000*	7
13	The organization is interested in developing the career paths for employees.	3.70	1.00	73.95	0.000*	13
14	The employee puts his/her specific targets for his/her career path which s/he wants to reach in the future.	3.74	0.88	74.84	0.000*	10
All paragraphs of the field		3.83	0.66	76.62	0.000*	

* The mean is significantly different from 3.

The mean of item no. 6 “Training contributes in having new information and skills that help to improve employee’s performance” equals 4.03 (80.54%), Test-value = 18.00, and P-value = 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this paragraph.

The mean of item no. 7 “Rewards and incentives system in the organization characterized by its objectivity and transparency” equals 3.66 (73.12%), Test-value = 8.97, and P-value = 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this paragraph.

The mean of the field “Human Resources Practice” equals 3.83 (76.62%), Test -value = 17.17, and P-value= 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test

is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of “Human Resources Practice”.

The results regarding the training showed how much training contributes in gaining new information and skills that helped in improving employee’s performance. This result enhances the role of training in improving performance of the employees especially if they are given the opportunity to apply what they have learned and utilized the new acquired skills. This finally affects positively on the organizational results and increases the level of employees' performance especially if the training matches their working field.

This finding is consistent with (Onyango, 2014) which finds that training offered by the organizations equipped the employees with necessary information and skills on how to go about their daily work activities. The reason for this consistency is that the organizations in this study and Onyango’s one have training programs for employees.

The respondents agreed with the statement “Rewards and incentives system in the organization characterized by its objectivity and transparency” where transparent reward and incentive system leads to higher productivity and enhance employees performance which is consistent with (Alnaqbi, 2011) where both organizations have effective rewards and incentives system.

In general, respondents agreed regarding the field of “Human Resources Practices”. This agreement can be attributed to organizations’ awareness on the importance of the HR practices in Import- Export sector and their important role in improving employees' performance. Moreover, the advantages delivered to employees makes this sector a high demanding sector among managers which allow organizations’ wider choices to select staff with high skills, knowledge and potential. This result is consistent with (Chandra, 2009) who said that the primary goal of HR practices in any organization is to facilitate organizational performance.

The respondents agreed that the organizations are interested in developing the career paths for employees where it is consistent with (Chandra, 2009) where it is not only important to attract

talent but also fostering an environment in which the talented people are inspired to achieve their fullest potential.

B. Communication

Table (12): Means and Test Values for “Communication”

S.No.	Items	Mean	S.D	Proportional mean (%)	P-value (Sig.)	Rank
1	The manager talks continuously with employees about work problems and obstacles.	3.92	0.88	78.39	0.000*	3
2	The manager can deliver clear messages to employees about matters relating to work.	3.95	0.74	79.03	0.000*	1
3	The manager uses various communication methods to clarify his/her ideas.	3.83	0.82	76.56	0.000*	6
4	The manager conducts regular meetings to discuss the employees' achievements.	3.89	0.82	77.73	0.000*	5
5	Written information is provided to employees in an easy matter to understand.	3.93	0.78	78.60	0.000*	2
6	Delivery information process to employee is considered quick and clear.	3.91	0.86	78.17	0.000*	4
7	The organization asks for feedback from the employees about the quality of information they receive.	3.70	0.96	74.09	0.000*	7
8	The manager takes the employees' opinion before making decisions.	3.47	1.10	69.41	0.000*	9
9	The manager devotes part of his time to understand and know the employees' needs.	3.54	1.13	70.86	0.000*	8
10	The manager accepts criticism from the employees.	3.42	1.19	68.49	0.000*	10
All paragraphs of the field		3.76	0.71	75.14	0.000*	

* The mean is significantly different from 3.

The mean of item #2 “The manager can deliver clear messages to employees about matters relating to work” equals 3.95 (79.03%), Test-value = 17.60 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of item #10 “The manager accepts criticism from the employee” equals 3.42 (68.49%), Test-value = 4.85, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of the field “Communication” equals 3.76 (75.14%), Test-value = 14.62, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of “Communication”.

The results regarding delivering clear messages to employees about matters related to works is consistent with (Mosleh, 2008). This means that all the employees in the organizations get the relevant and correct information to understand matters related to work and implement it in an effective manner. The results reflect that there is an acceptable criticism mechanism from employees to employers. Accordingly, when employee communication is open and transparent, employees can build high trust in their organization and perceive the organization as being transparent.

The respondents seem to be positive regarding the field of communication, where communication plays crucial role at organizations and it is one of the most important factors which improve the relationship among employees. Effective communication in organizations helps in achieving maximum productivity.

The results of item#1 is inconsistent with (Abuwarda, 2010) according to which the respondents agreed that managers talk continuously with employees about work problems and obstacles

while according to (Abuwarda, 2010) managers don't have sufficient knowledge of the problems that face the employees. This inconsistency is related to the differences of the nature of work among the sample study groups where in three of the companies the managers communicate with their employees in their respective situations.

The respondents agreed with (Chinomona and Sandada, 2013) which found out that open and clear lines of communication within the organization allows interaction among employees. This can be explained that organizations in both studies interact with their employees by various ways like face-to-face, meetings, telephone, e-mails and others.

The results of item # 5 are also consistent with (Ngari and Agusioma, 2013) that managers must depend on written modes of communication where employees might back out if the information is passed verbally. This means that the target organizations in both sectors depend on the written modes of communication by sending emails, brochures and letters.

C. Trust

Table (13): Means and Test values for "Trust"

S.No.	Items	Mean	S.D	Proportional mean (%)	P-value (Sig.)	Rank
1	The organization treats employees fairly and without discrimination.	3.60	1.05	71.94	0.000*	7
2	The employees trust the promises provided by managers.	3.62	1.01	72.47	0.000*	5
3	Whenever the manager makes decision, he considers the decision's impact on employees.	3.51	1.10	70.11	0.000*	9
4	Managers take the opinions of employees into account when making decisions.	3.51	1.08	70.27	0.000*	8
5	Managers are successful in the work they attempt to accomplish.	3.62	1.06	72.32	0.000*	6

6	The employees feel very confident about their managers' skills and abilities.	3.78	0.95	75.59	0.000*	3
7	The employees trust the decisions taken by managers.	3.72	0.96	74.41	0.000*	4
8	The organization is considered successful in things it attempts to do.	3.95	0.87	78.92	0.000*	1
9	Managers appreciate employees who perform their tasks properly.	3.80	0.93	75.91	0.000*	2
All paragraphs of the field		3.68	0.84	73.55	0.000*	

* The mean is significantly different from 3

The mean of item #8 “The organization is considered successful in things it attempts to do” equals 3.95 (78.92%), Test-value = 14.76, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this paragraph.

The mean of item #3 “Whenever the manager makes decision, he considers the decision’s impact on employees” equals 3.51 (70.11%), Test-value = 6.28, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of the field “Trust” equals 3.68 (73.55%), Test-value = 10.96, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of “Trust”.

The result regarding “The organization is considered successful in things it attempts to do” shows that the employees have a high level of trust among their organizations’ ability to perform their prescribed tasks. The respondents agreed with (Holtzhausen and Fourie, 2011) that when

the manager makes an important decision, this institution makes an important decision by giving due concern to his employees and considering its impact. This can be explained that employees in both studies have high level of trust for their organizations.

Regarding item #4 the result is consistent with (Tzafirir, 2005) that managers trust their employees by making them participate in decision making and take their opinions into account which reflects the acceptance of the possibility that employees have the ability to make good decisions. This can be explained that managers in both organizations engage the employees in the decision making process and take it into consideration, which build more trust between them.

The responses of the population of the research agree that trust is the key element of success of any organization which is consistent with (Bajaj, 2013) that ERM mainly depend on trust between employers and employees. This can be explained that managers in the organizations seek to build trust with their employees to build strong relationship between them and improve their performance.

C. Shared Goals and Values

Table (14): Means and Test Values for “Shared Goals and Values”

S.No.	Items	Mean	S.D	Proportional mean (%)	P-value (Sig.)	Rank
1	Employees participate in setting the organizational goals and values and works to achieve it.	3.56	0.97	71.18	0.000*	9
2	Employees find that their goals and values are similar to the organizational goals and values	3.72	0.87	74.41	0.000*	8
3	Employees understand and know the organizational goals and values.	3.96	0.76	79.14	0.000*	6

4	Employees' participating in setting organizational goals and values helps them to understand the nature and flow of the work process.	4.01	0.76	80.22	0.000*	2
5	Employees achieve goals easily because they know it well.	3.94	0.79	78.82	0.000*	7
6	Employees' participation in setting goals affects their performance in a positive way.	3.97	0.75	79.46	0.000*	3
7	Participation in identifying goals strengthens the relation between the employee and the manager.	4.08	0.75	81.51	0.000*	1
8	Shared goals and values lead the employees to become active participants in the organization.	3.96	0.72	79.14	0.000*	4
9	Questioning and punishment are executed in case of any violation of the organization terms and regulations.	3.96	0.89	79.14	0.000*	4
All Paragraphs of the Field		3.91	0.59	78.10	0.000*	

* The mean is significantly different from 3.

The mean of item #7 “Participation in identifying goals strengthen the relation between the employee and manager” equals 4.08 (81.51%), Test-value = 19.47, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this paragraph.

The mean of item #1 “Employees participate in setting the organization goals and values and works to achieve it” equals 3.56 (71.18%), Test-value = 7.87, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this paragraph.

The mean of the field “Shared Goals and Values” equals 3.91 (78.10%), Test-value = 20.84, and P-value= 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of “Shared Goals and Values ”.

The respondents agreed with (Herington et al., 2009) which found out that employees’ participation in identifying goals strengthen the relationship between the employees and manager and make them work in harmony to achieve it, and also it is consistent with (Chinomona and Sandada, 2013) that shared goals help to strengthen employees’ relationships due to the open-minded discussions and cooperative relationships among employees. The consistency between those studies is related to the fact that the organizations involve their employees in their goals and values.

The respondents believe that sharing goals and values with employees is important because managers make sure all employees are aware of these goals and values in order to direct their efforts towards the attainment of them which can positively impact on employees’ performance and organizational outcomes which is consistent with (Chinomona and Sandada, 2013).

The respondents seem to be positive regarding the field shared goals and values, that sharing goals and values with employees is considered prerequisite and foundation to improve employee relationship management. This can be explained that organizations share the goals and values to be clear with employees and help them improve their performance.

E. Leadership Styles

Table (15): Means and Test Values for “Leadership Styles”

S.No.	Items	Mean	S.D	Proportional mean (%)	P-value (Sig.)	Rank
1	Managers encourage employees to express their opinions in planning and implementing the work.	3.70	0.93	73.98	0.000*	6

2	Managers used varied methods of reward and punishment as required by situations and conditions.	3.82	0.94	76.45	0.000*	3
3	Managers encourage employees to be creative in their work and bring new ideas.	3.78	0.98	75.57	0.000*	4
4	Managers follow up employees when they are late believing that strict supervision makes them feel the importance of their work.	4.01	0.84	80.11	0.000*	1
5	Managers have concerns on the working procedures and give employees freedom to choose tasks because he trusts their opinions and decisions.	3.83	0.97	76.65	0.000*	2
6	Managers delete some of his power to all employees working with him.	3.58	1.05	71.57	0.000*	8
7	Managers give opportunity to employees' initiative in facing difficult situations.	3.74	0.91	74.73	0.000*	5
8	Managers make their employees take part in decision making process.	3.67	0.99	73.33	0.000*	7
All Paragraphs of the Field		3.76	0.76	75.29	0.000*	

* The mean is significantly different from 3.

The mean of item #4 “Manager follow up employees when they are late believing that strict supervision make them feel the importance of their work” equals 4.01 (80.11%), Test-value = 16.21, and P-value = 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of item #6 “Manager delegates some of his power to all employees working with him” equals 3.58 (71.57%), Test-value = 7.52, and P-value = 0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this paragraph is

significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of the field "Leadership Styles" equals 3.76 (75.29%), Test-value = 13.69, and P-value=0.000 which is smaller than the level of significance $\alpha= 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of "Leadership Styles".

The respondents agreed with (Pradeep and Prabhu, 2011) that manager follow up employees when they are late believing that strict supervision make them feel the importance of their work which has significant relationships with performance outcomes. This can be explained that there is good follow up mechanism in the organizations which lead to better performance.

The results are consistent with (Gadot, 2006) that managers mind the working procedures and give employees freedom to choose tasks because they trust their opinions and decisions.

Also the respondents agree that managers used varied methods of reward and punishment as required by situations and conditions which made the employees performs their tasks very well. This means that there are effective methods for rewards and punishments in the organizations.

The results show that the leadership style that managers adopt is very important element, albeit its non-specificity, it concentrates on the leadership style in general and discusses the issues related to it such as follow up employees, delegation and encouraging them.

F. "Employee Relationship Management Components"

Table (16): Means and Test values for "Employee Relationship Management Components"

Items	Mean	S.D	Proportional mean (%)	P-value (Sig.)	Rank
Human Resource Practices	3.83	0.66	76.62	0.000*	2
Communication	3.76	0.71	75.14	0.000*	3
Trust	3.68	0.84	73.55	0.000*	5
Shared Goals and Values	3.91	0.59	78.10	0.000*	1
Leadership Styles	3.76	0.76	75.29	0.000*	4
All Paragraphs	3.79	0.62	75.83	0.000*	

*The mean is significantly different from

Table (25) shows the mean of all paragraphs equals 3.79 (75.83%), Test-value = 17.28 and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. The mean of all paragraphs is significantly different from the hypothesized value 3. The researcher concludes that the respondents agree to all paragraphs "Employee Relationship Management Components".

Finally, the majority of respondents indicated that ERM components are applied in the organizations, especially shared goals and values and HR practices which mean that there is application of HR Practices and sharing of goals and values with employees in their organizations. So this leads to the conclusion that there is good relationship between employees and employers that make positive effect on their performance. The proportional mean high scores are as follows:

1. Shared goals and values: This has proportional mean equal 78.10 (First)
2. HR practices: This has proportional mean equal 76.62 (Second)
3. Leadership Style: This has proportional mean equal 75.29 (Third)
4. Communication: This has proportional mean equal 75.14 (Fourth)
5. Trust: This has proportional mean equal 73.55 (Fifth)

2. Employee Performance

Table (17): Means and Test values for “Employee Performance”

S.No.	Items	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Employees perform their tasks efficiently and effectively.	4.12	0.66	82.47	23.28	0.000*	6
2	Employees make their effort to achieve their tasks in the required time.	4.10	0.76	81.94	19.55	0.000*	7
3	Employees have well acquainted to and understand the nature of the assigned tasks.	4.19	0.73	83.80	22.25	0.000*	2
4	Employees participate in decisions that improve their performance.	3.81	0.98	76.24	11.34	0.000*	15
5	Employees take into account the required time to achieve their tasks	4.15	0.73	82.90	21.34	0.000*	5
6	Employees have the ability to take responsibility for the daily burden of work.	4.09	0.80	81.72	18.50	0.000*	9
7	Direct supervision and constant follow up of the managers leads to improve the employees' performance.	4.09	0.83	81.73	17.81	0.000*	8
8	Employees have the ability to engage themselves in creativity, innovation and job development.	3.98	0.83	79.68	16.07	0.000*	12
9	Employees have the ability to adapt in the event of emergency situations at work.	4.17	0.72	83.48	22.17	0.000*	4
10	Employees carried out orders and instructions issued by the manager related to work.	4.23	0.71	84.54	23.54	0.000*	1
11	Employees are keen to achieve the organizational goals.	4.04	0.78	80.86	18.31	0.000*	11

12	Employees have the ability to communicate and collaborate with their colleagues.	4.05	0.83	80.97	17.15	0.000*	10
13	Good relationship between the manager and employees affect job performance.	4.18	0.84	83.55	19.22	0.000*	3
14	Performance appraisal system identifies the strengths and weaknesses of the employees.	3.95	0.78	78.92	16.48	0.000*	14
15	Performance appraisal system is considered as a motivation for employees to develop and improve their performance.	3.97	0.85	79.35	15.52	0.000*	13
All paragraphs of the field		4.07	0.55	81.47	26.60	0.000*	

* The mean is significantly different from 3.

The mean of item #10 “Employees carried out orders and instructions issued by the manager related to the work” equals 4.23 (84.54%), Test-value = 23.54, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of item #4 “Employees participate in decisions that improve their performance” equals 3.81 (76.24%), Test-value = 11.34, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to this item.

The mean of the field “Employee Performance” equals 4.07 (81.47%), Test -value = 26.60, and P-value= 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. The researcher concludes that the respondents agree to field of “Employee Performance ”.

The result regarding to the item “employees carried out orders and instructions issued by the manager related to the work” seems positive, which is consistent with (Alquraan, 2011). The researcher attributes this result to the keenness of staff to carry out the instructions of direct manager due to his long experience in the work and he knows the conditions of jobs and work procedures.

The result showed that the good relationship between the manager and employees affect employees’ performance where good relationship can earn the loyalty and commitment of the employees when the manager provide steady leadership, clearly communication, treat the employees fairly and consistently which is consistent with (Kuzua and Ozilhan,2014). The respondents agreed that employees’ participation in decision making improve their performance because this participation make the employees fully aware for the dimensions of this decision and how it will be implemented and what it is expected from it which is consistent with (Armstrong et al., 2012). This consistency can be explained because employees in all studies participate in decision making.

The respondents seem to be positive regarding to the field “employee performance” that means Job Performance of employees are good. This confirms that there is willingness of employees to take responsibility for the daily burden of work and management provides appropriate training for staff to enable them to do their jobs. And also employees are keen to achieve the objectives of the organizations, have the ability to work with emergency situations, and complete the required job in time which is consistent with (Alquraan, 2011).

4.5. Hypothesis Testing

1. Hypothesis #1: There is a statistical significant relationship between employee relationship management components and the employee’s performance at 0.05 level.

Table (18): Correlation coefficient between ERM components and the employee's performance

	Field	Pearson Correlation Coefficient	P-Value (Sig.)
A	Relationship between HR Practices and the employee's performance	0.434	0.000*
B	Relationship between Communication and the employee's performance	0.465	0.000*
C	Relationship between Trust and the employee's performance	0.467	0.000*
D	Relationship between Shared Goals and Values and the employee's performance	0.550	0.000*
E	Relationship between Leadership Styles and the employee's performance	0.516	0.000*
	Relationship between ERM components and the employees' performance	0.542	

* Correlation is statistically significant at 0.05 level.

Table (18) shows that the correlation coefficient between ERM components and the employees' performance equal 0.542 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. The researcher concludes that there exists a significant relationship between employee relationship management components and the employee's performance.

This statistically significant correlation coefficient indicates that all the independent variables are very much correlated to the dependent variable. Hence, the independent variables that had been used in the questionnaire are statistically representative of the components of ERM. The more the relation is positive and active, the more they are applicable to ERM. So, it can be said that "there is a significant relationship between employee relationship management components and the employee's performance ". Therefore the hypothesis is accepted. This implies that organizations' due practical attention to these ERM components boosts the performance of their employees. This is tantamount to say that ERM components are important in any organization to improve the employees' performance. This finding is supported by many researches such as (Onyango, 2014), (Chinomona and Sandada, 2013), (Bajaj, 2013), (Alnaqbi, 2011), (Abuwarda,

2010), (Chandra, 2009), (Herington et al., 2009), (Kuzua and Ozilhan, 2014) which revealed that ERM components have an effect on employees' performance.

2. Hypothesis #2: There is a statistical significant effect for employee relationship management components on the employee's performance at 0.05 levels.

The hypothesis stated that there is a significant effect between employee relationship management components and employees' performance (at level of significance = 0.05)

In order to explore the relationship between dependent variable and independent variables, multiple regression analysis was conducted to see the impacts. One of the objectives of this research is to find out the relationships and the effect between employee relationship components (HR Practices, Trust, Communication, Leadership styles and shared goals and values) and employees' performance, so regression analysis is the best suitable tool for that purpose. The researcher has used Stepwise regression and obtained the following results:

Table (19): Result of Stepwise regression

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.981	8.961	0.000*	0.588	0.345	48.288	0.000**
Shared Goals and Values	0.346	4.715	0.000*				
Leadership Styles	0.197	3.444	0.001*				

* The variable is statistically significant at 0.05 level.

** The relationship is statistically significant at 0.05 level.

Table (19) shows the Multiple correlation coefficient $R = 0.588$ and $R\text{-Square} = 0.345$. This means 34.5% of the variation in employee's performance is p- Goals and Values and Leadership Styles ".

Table (19) shows the Analysis of Variance for the regression model. $F=48.288$, $Sig. = 0.000$, so there is a significant relationship between the dependent variable "employee's performance" and the independent variables "Shared Goals and Values and Leadership Styles ".

Based on Stepwise regression method, the variables "Human Resources Practices, Communication and Trust" have insignificant effect on employee's performance.

The estimated regression equation is:

Employee's performance = 1.981 + 0.346* (Shared Goals and Values)

+ 0.197* (Leadership Styles)

The estimated regression equation is used to predict the value of employee's performance for any given values (responses) to the independent variables "Shared Goals and Values and Leadership Styles".

So, it can be concluded that managers should give more attention to shared goals and values and leadership styles which has a great effect on employees' performance. They should focus on sharing goals and values with employees that leads to better understanding for those goals and values thereby improve employees' performance. Also leadership style with employees is very important because it has great effect on employees' performance. Managers should focus on the way they deal with employees, follow up and encouragement and thereby strengthen the relationship and improve the employees' performance. It is naturally advised for managers and/or leaders to assume chameleon characteristics so that they can deliberately assume that leadership style which helps them instill in their employees those necessary ERM components thereby earn the cooperation of their employees to improve their performance. This discussion is supported by many researches such as (Chinomona and Sandada, 2013), (Bajaj, 2013), (Abuwarda, 2010), (Chandra, 2009), (Herington et al., 2009), which revealed that ERM components have an effect on employees' performance and it is wise for managers and leaders to embody them with their leadership styles.

3. Hypothesis #3: There is a statistical significant difference among respondents toward employee relationship management due to personal traits.

This hypothesis can be divided into the following sub-hypotheses:

- A. There is a statistical significant difference among respondents toward employee relationship management due to age.

Table (20): ANOVA Test of the Fields and Their P-Values for Age

No	Field	Mean					Test Value	Sig.
		Less Than 25	25 to less than 30	30 to less than 35	35 to less than 45	40 and more		
1	Human Resource Practices	3.62	3.88	3.83	3.90	3.88	0.973	0.424
2	Communication	3.38	3.87	3.83	3.84	3.75	2.711	0.032*
3	Trust	3.52	3.74	3.58	3.79	3.77	0.712	0.585
4	Shared Goals and Values	3.79	3.93	3.85	4.01	3.97	0.742	0.565
5	Leadership Styles	3.49	3.96	3.80	3.74	3.71	1.801	0.131
	Employee Relationship Management Components	3.56	3.88	3.78	3.86	3.82	1.311	0.267
	Employee Performance	3.91	4.15	4.03	4.21	4.04	1.463	0.215
	All Fields Together	3.64	3.94	3.84	3.94	3.87	1.530	0.195

* The mean difference is significant a 0.05 level

Table (20) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “Communication”, then there is significant difference among the respondents toward this field due to age. The researcher concludes that the personal characteristics’ age has an effect on this field. The mean for the category "25 to less than 30" respondents have the highest among the other age categories, then the researcher concludes that the category "25 to less than 30" respondents have agreed to the field “Communication” much more than the other age categories.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. The researcher concludes that the personal characteristics’ age has no effect on the other fields.

The age of the respondents affects on answering the field ‘communication’ where employees from age 25 to less than 30 answered accurately and logically to the mentioned statements in the questionnaire, while according to the other fields (HR practices, Trust, Shared Goals and Values, Leadership Styles) the employees could reply to all mentioned statements accurately regarding to their ages.

B. There is a statistical significant difference among respondents toward employee relationship management due to gender.

Table (21): Independent Samples T-Test of the Fields and Their P-Values for Gender

No	Field	Mean		Sig.	Test Value
		Male	Female		
1	Human Resource Practices	3.90	3.74	1.593	0.113
2	Communication	3.84	3.65	1.789	0.075
3	Trust	3.73	3.61	1.033	0.303
4	Shared Goals and Values	3.94	3.86	0.929	0.354
5	Leadership Styles	3.81	3.70	1.011	0.314
	ERM Components	3.85	3.72	1.482	0.140
	Employee Performance	4.14	3.99	1.871	0.063
	All fields together	3.92	3.78	1.704	0.090

Table (21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to gender. The researcher concludes that the characteristics of the respondents’ gender have no effect on each field.

The respondents’ gender does not affect any field of the research, it is concluded that opinions were the same from both male and female employees towards the effect of ERM on employee performance, although the number of male respondents is a little bigger than the number of female respondents but still no big difference in percentage is considered. As the response of the female flower and the male flower to sunlight is the same, the effect of ERM to the performance of both genders were the same as its components are of soft skills nature that appeal to the heart instead of head.

C. There is a statistical significant difference among respondents toward employee relationship management due to marital status.

Table (22): Independent Samples T-Test of the Fields and their P-Values for Marital Status

No	Field	Mean		Sig.	Test Value
		Married	Other		
1	Human Resource Practices	3.85	3.79	0.550	0.583
2	Communication	3.78	3.70	0.717	0.474
3	Trust	3.71	3.61	0.752	0.453
4	Shared Goals and Values	3.93	3.85	0.835	0.405
5	Leadership Styles	3.76	3.78	-0.228	0.820
	ERM Components	3.81	3.75	0.608	0.544
	Employee Performance	4.12	3.98	1.595	0.112
	All fields together	3.88	3.80	0.884	0.378

Table (22) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to marital status. The researcher concludes that the personal characteristics' marital status has no effect on each field.

The respondents' marital status does not affect any field of the research, it is concluded that opinions were the same from all respondents towards the effect of ERM on employee performance.

D. There is a statistical significant difference among respondents toward employee relationship management due to Functional Level.

Table (23): ANOVA Test of the Fields and their P-Values for Functional Level

No	Field	Mean			Test Value	Sig.
		Top Management	Middle Management	Operational Management		
1	HR Practices	4.09	3.94	3.76	2.961	0.054

2	Communication	4.09	3.72	3.71	2.611	0.076
3	Trust	4.11	3.64	3.62	3.131	0.046*
4	Shared Goals and Values	4.22	4.00	3.83	4.714	0.010*
5	Leadership Styles	4.21	3.64	3.73	4.495	0.012*
	ERM Components	4.14	3.80	3.73	3.917	0.022*
	Employee Performance	4.33	4.23	3.99	5.682	0.004*
	All fields together	4.18	3.90	3.79	4.757	0.010*

* The mean difference is significant a 0.05 level.

Table (23) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields “Human Resources Practices and Communication”, then there is insignificant difference among the respondents toward these fields due to Functional Level. The researcher concludes that the personal characteristics’ Functional Level has no effect on these fields.

For the other fields, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to Functional Level. The researcher concludes that the personal characteristics’ Functional Level has an effect on the other fields.

The mean for the category “Top Management ” respondents have the highest among the other Functional Level categories, then the researcher concludes that the category "Top Management" respondents agree much more than the other Functional Level categories.

The respondents’ Functional level doesn’t affect of the fields HR Practices and Communication, but it affects in other fields where the top management agrees more than the others which in turn imply that employees from top management have a lot of experience in organizations and they are responsible for sharing goals and values, they are responsible to build the trust and apply the suitable leadership style with employees. As the word “management” itself implies, managers are responsible in aging (maturing) their men. Note that “manage” comes from the two words- “man” and “age”.

E. There is a statistical significant difference among respondents toward employee relationship management due to Educational Degree.

Table (24): ANOVA test of the fields and their p-values for Educational Degree

No	Field	Mean			Test Value	Sig.
		Diploma and Less	Bachelor	Master		
1	HR Practices	4.03	3.80	3.84	1.139	0.322
2	Communication	4.09	3.72	3.71	2.611	0.076
3	Trust	3.95	3.63	3.77	1.500	0.226
4	Shared Goals and Values	3.99	3.90	3.81	0.419	0.658
5	Leadership Styles	4.07	3.73	3.71	1.951	0.145
	ERM Components	4.04	3.76	3.77	1.873	0.157
	Employee Performance	4.09	3.94	3.76	2.961	0.054
	All fields together	4.11	3.82	3.85	2.442	0.090

* The mean difference is significant a 0.05 level

Table (24) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents for each field due to Educational Degree. The researcher concludes that the personal characteristics' Educational Degree has no effect on the other fields.

The educational degree of the respondents doesn't affect any of the research fields. It is concluded that opinions for the respondents from different educational levels were the same.

A. There is a statistical significant difference among respondents toward employee relationship management due to Years of Experience.

Table (25): ANOVA Test of the Fields and their P-Values for Years of Experience

No	Field	Mean				Test Value	Sig.
		Less than two years	2 to less than 5 years	5 to less than 10 years	less than two years		
1	HR Practices	3.85	3.72	3.90	3.82	0.733	0.534
2	Communication	3.62	3.62	3.93	3.70	2.426	0.067
3	Trust	3.62	3.59	3.76	3.67	0.453	0.716
4	Shared Goals and Values	3.81	3.81	4.00	3.90	1.272	0.286
5	Leadership Styles	3.74	3.65	3.92	3.66	1.573	0.198
	ERM Components	3.74	3.68	3.91	3.76	1.340	0.263
	Employee Performance	4.07	3.95	4.16	4.06	1.378	0.251
	All fields together	3.81	3.74	3.96	3.83	1.575	0.197

Table (25) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to years of experience. The researcher concludes that the personal characteristics' years of experience has no effect on each field.

The number of service years in the Organization has no effect on the opinions of the respondents for each field. This means that employees could accurately reply to the questions regardless to the number of their service years in the Organization. Human inward nature is one and the same and since these components have in some way have a direct appeal to this nature, and their effect on the performance of the employees will always be the same irrespective of their service years. This is found to be consistent with (Kuzua and Ozilhan,2014).

Chapter Five

Summary, Conclusions and Recommendations

5.1. Introduction

In this chapter the major findings are summarized. The conclusions are generalized from the findings as related to major debates and theories. Recommendations are listed in light of the major findings, and topics for future researches are suggested at the end of this chapter.

5.2. Summary

The major purpose of this research is to investigate the effect of Employee Relationship Management (ERM) on employee relationship management and its effects on employees' performance in selected export-import private companies of Addis Ababa.

It investigates the effect of (ERM) on the employee performance in these selected export-import private companies namely Yanet Trading PLC, BEAEKA General Business PLC and EUREKA Industrial Supplies PLC which are all operating in Addis Ababa. ERM main components considered in this study include HRM practices, communication, trust, shared goals and values, and leadership styles).

The data of the research was collected using a questionnaire which was distributed to 200 employees (males, females with different age, education and years of employment) respondents selected from sample companies using a systematic random sampling method. This method was employed in such a way that the sampling frame was ordered alphabetically and 200 employees were drawn at an interval of three from the total population of 600. It was decided to select only 200 employees to ease the analysis and collection of data process. Of 200 questionnaires, 168 questionnaires were returned and used for analysis. The analysis was made using SPSS IBM Version 20. The main findings are:-

1. There exists a significant relationship between employee relationship management components and the employee's performance.
2. The effect for employee relationship management components on the employee's performance is significant.
3. There is a relationship between "employee's performance" and "Shared Goals and Values and Leadership Styles".
4. Age has an effect on communication whereas the same has no effect on the other fields namely HR practices, Trust, Shared Goals and Values, Leadership Styles while gender has no effect on each field.
5. Marital status, educational degree and number of service years towards the effect of ERM on employee performance have no bearing.)
6. Employee relationship management due to Functional Level doesn't affect HR Practices and Communication, but it affects in other fields.

5.3. Conclusions

From the data collected, the analysis and the literature review made to meet the main objective of the study which is to examine the extent to which employee relationship management would contribute to improve employees' performance; the following are put as the conclusion of the findings.

1. It is agreed that ERM components has positive effect on the employees' performance in Export-Import sectors. Organizations are realizing that ERM helps them to build stronger relationship with employees. From this research it becomes evident that ERM can bring benefits for organizations by strengthening and increasing their relationship with their employees.
2. The ERM components can enhance ERM status in organizations through helping employees in achieving tasks and targets set for their job positions and in developing effective communication channels and systems so that information needs of employees are met. It brings about performance, growth and development of employees for creating competitive advantage. It helps in improving working conditions, establishing healthy relations among employees; and it inculcates a sense of belongingness among employees.

3. Organizations in these sectors have been identified practicing ERM, without necessarily labeling these practices ERM. In this case, ERM would actually exist within the organization on top of everyday processes and practices which are known to employees and managers. In other words, just because organizational practices which aid ERM are not actively managed or documented within companies, does not mean they are not actually there.
4. Organizations in both sectors focus in sharing goals and values with employees which is considered prerequisite and foundation to improve employees' performance. Shared goals and values have the biggest effect on the employees' performance where employees perform their tasks because they have clear understanding of goals and values.
5. Organizations in both sectors apply HR practices which would make the employees perform their jobs very well. This can be attributed to organizations awareness on the importance of the HR practices in the Export- Import sector and their important role in improving employees' performance.
6. Communication plays crucial role at organizations and it is one of the most important factors which improve the relationship among employees.
7. Managers take the opinion of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organization they work for. So they feel comfortable and do their best in their jobs.
8. Sharing goals and values with employees is important because managers make sure all employees are aware of these goals and values in order to direct their efforts towards the attainment of them which can positively impact on employees' performance and organizational outcomes.
9. Good relationship between the manager and employee affect employees performance where good relationship can earn the loyalty and commitment of the employees when the manager provides steady leadership, clear communication; treats the employees fairly and consistently.

The foregoing can be put in the nutshell that the study has showed there is good relationship between employees and employers that make positive effect on their performance; and it is

generally concluded that employee relationship management has a significant contribution in improving employees' performance in export-import private companies of Addis Ababa.

5.4. Recommendations

Based on the findings in the research, the researcher recommends the following:

1. It is important for the Export-Import sectors organizations to pay special attention to all components of ERM involving HR practices, communication, trust, leadership styles and shared goals and values as important variables because of its great effect on employee performance on long term.
2. Organizations should have clear model for ERM. This model should contain every aspect for the employee relationships where ERM is a new concept the organizations adopt and implement; wherein the employees are the key success of the same.
3. Organizations should employ best HR practices to achieve consistently improving results in their employees' performance.
4. Organizations should provide inspiring and effective leadership, open, transparent communication which will lead to motivated employees and good performance.
5. Organizations should open lines of communication which can improve employee's relationships, and it should provide feedback, actively listening to employees.
6. Employees should be involved in decision making that will improve trust between them employers and improve their performance.
7. Managers in all sectors should clarify goals and values, provide formal and informal feedback, and engage employees in open and honest dialogue, so they can improve the relationships they share with employees.
8. Managers also should clearly share their goals and values with the employees and make their efforts to actively clearly explain them are more likely to be successful and maintain good relationships with the employees.
9. Managers in organizations should earn employee trust and respect to strength the relationship with the employees and improve their performance.

5.5. Proposed Future Studies

The followings are suggested related topics for future studies:

1. The effect of employee relationship Management on employees' motivation.
2. The effect of employee relationship Management on employees' performance in public sectors.
3. Employee Relationship Management and Quality of Work.

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APENDIX

Appendix A: Questionnaire to Be Filled Up By Respondents

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

Questionnaire to Be Filled Up By Respondents

Dear Respondents,

I am a Master's Degree student in Business Administration from St. Mary's University. I am carrying out a study on **“EMPLOYEES’ RELATIONSHIP MANAGEMENT AND ITS EFFECTS ON EMPLOYEES’ PERFORMANCE: IN THE CASE OF SELECTED EXPORT-IMPORT PRIVATE COMPANIES OPERATING IN ADDIS ABABA”**. Hence, to gather information, I kindly request your assistance in responding to the questions listed below. Any information you present will be kept absolutely confidential and will only be used for academic purpose. Your cooperation and prompt response will be highly appreciated.

Thank you very much in advance!

Jenberu Haile.

First: Personal Information

Direction: Please Make a Tick in the Box as Appropriate to you.

1. Age:

Less than 25 25 to less than 30 30 to less than 35 35 to 40 40 and more

2. Sex:

Male Female

3. Marital status:

Married Single Divorced widower

4. Functional Level

Top Management (Manager - Monitor - Assistant Manager)

Other _____

Middle Management (Director - Deputy Director - Director of Department)

Other _____

Operational Management (Employee) Other _____

5. Educational Degree:

- Diploma and less Bachelor Master PhD

6. Years of Experience:

- less than two years 2 to less than 5 years 5 to less than 10 years 10 years and more

7. Name of the Organization:

- Yanet Trading PLC BEAEKA General Business PLC Eureka Industrial Supplies PLC.

Second: Employee Relationship Management Components						
1. Human Resources Practices						
S.No	Questionnaire Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	Selection and recruitment process in the organization considered fair.					
2	The organization provides employees with training opportunities that increase their abilities and skills.					
3	Employees' Training needs is discussed with the manager.					
4	Organization is capable of attracting distinguished qualified and expertise trainers to train employees.					

5	There is proportionality between the training the employee has had and the requirements of his work.					
6	Training contributes in having new information and skills that help to improve employee's performance.					
7	Rewards and incentives systems in the organization are characterized by its objectivity and transparency.					
8	Performance appraisal system contains standards to measure the employees' skills and performance.					
9	Performance appraisal system identifies the strengths and weaknesses of the employees.					
10	Reviewing the performance appraisal results contributes in employees' development.					
11	Managers seek to strengthen and expand relations with employees.					
12	Each employee is aware of his career path in the organization.					
13	The organization is interested in developing the career paths for employees.					
14	The employee puts his/her specific targets for his/her career path which s/he wants to reach in the future.					

2. Communication

S.No	Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	The manager talks continuously with employees about work problems and obstacles.					
2	The manager can deliver clear messages to employees about matters relating to work.					
3	The manager uses various communication methods to clarify his/her ideas.					
4	The manager conducts regular meetings to discuss the employees' achievements.					
5	Written information is provided to employees in an easy matter to understand.					
6	Delivery information process to employee is considered quick and clear.					
7	The organization asks for feedback from the employees about the quality of information they receive.					
8	The manager takes the employees' opinion before making decisions.					
9	The manager devotes part of his time to understand and know the employees' needs.					

10	The manager accepts criticism from the employees.					
3. Trust						
S.No	Questionnaire Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	The organization treats employees fairly and without discrimination.					
2	The employees trust the promises provided by managers.					
3	Whenever the manager makes decision, he considers the decision's impact on employees.					
4	Managers take the opinions of employees into account when making decisions.					
5	Managers are successful in the work they attempt to accomplish.					
6	The employees feel very confident about their managers' skills and abilities.					
7	The employees trust the decisions taken by managers.					
8	The organization is considered successful in things it attempts to do.					
9	Managers appreciate employees who perform their tasks properly.					
4. Shared Goals and Values						

S.No	Questionnaire Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	Employees participate in setting the organizational goals and values and works to achieve it.					
2	Employees find that their goals and values are similar to the organizational goals and values					
3	Employees understand and know the organizational goals and values.					
4	Employees participating in setting organizational goals and values help them to understand the nature and flow of the work process.					
5	Employees achieve goals easily because they know it well.					
6	Employees' participation in setting goals affects their performance in a positive way.					
7	Participation in identifying goals strengthens the relation between the employee and the manager.					
8	Shared goals and values lead the employees to become active participants in the organization.					
	Questioning and punishment are executed in case of any violation of the organization terms and regulations.					

5. Leadership Styles						
S.No	Questionnaire Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	Managers encourage employees to express their opinions in planning and implementing the work.					
2	Managers used varied methods of reward and punishment as required by situations and conditions.					
3	Managers encourage employees to be creative in their work and bring new ideas.					
4	Managers follow up employees when they are late believing that strict supervision makes them feel the importance of their work.					
5	Managers have concerns on the working procedures and give employees freedom to choose tasks because he trusts their opinions and decisions.					
6	Managers delete some of his power to all employees working with him.					
7	Managers give opportunity to employees' initiative in facing difficult situations.					
8	Managers participate his employees in decision making process.					

Third: Employee Performance

S.No	Questionnaire Items	Agree	Agree	Neutral	Disagree	Totally Disagree
1	Employees perform their tasks efficiently and effectively.					
2	Employees make their effort to achieve their tasks in the required time.					
3	Employees have well acquainted to and understand the nature of the assigned tasks.					
4	Employees participate in decisions that improve their performance.					
5	Employees take into account the required time to achieve their tasks					
6	Employees have the ability to take responsibility for the daily burden of work.					
7	Direct supervision and constant follow up of the managers leads to improve the employees' performance.					
8	Employees have the ability to engage themselves in creativity, innovation and job development.					
9	Employees have the ability to adapt in the event of emergency situations at work.					

10	Employees carried out orders and instructions issued by the manager related to work.					
11	Employees are keen to achieve the organizational goals.					
12	Employees have the ability to communicate and collaborate with their colleagues.					
13	Good relationship between the manager and employees affect job performance.					
14	Performance appraisal system identifies the strengths and weaknesses of the employees.					
15	Performance appraisal system is considered as a motivation for employees to develop and improve their performance.					

Thank you.

Appendix B: Questionnaire to Be Filled Up By Respondents (Amharic Version)

በጥናቱ ተሳታፊዎች የሚሞላ መጠየቅ

እኔ ጀንበሩ ኃይሌ በቅድስት ማሪያም ዩኒቨርሲቲ ለንግድ ሥራ አመራር ትምህርት የሁለተኛ ዲግሪ ተማሪ ስሆን ፣ ለዚህ ትምህርት የማሙያ የጥናት ጽሁፍ በ “EMPLOYEES’ RELATIONSHIP MANAGEMENT

AND ITS EFFECTS ON EMPLOYEES' PERFORMANCE: IN THE CASE OF SELECTED EXPORT-IMPORT PRIVATE COMPANIES OPERATING IN ADDIS ABABA" በሚል ርዕስ እያዘጋጀሁ እገኛለሁ :: ስለዚህም ከዚህ በታች ያሉትን መጠይቆች በቀጥተኛና ከፍተኛ ኃላፊነት በተሞላበት መንፈስ እንደምትሞሉልኝ ብዬ ስጠይጥቅ በታላቅ ትህትና እና አክብሮት ጋር ነው ::

ይህም እውነተኛነትና ቀጥተኛነት መሰረት የምትሰጡት መረጃና መልስ ለዚህ የጥናት ጽሑፍ አገልግሎት ብቻ እንደሚውልና ሙሉ ሚስጥራዊነቱም እንደሚጠበቅ በፈጣሪ ስም ቃል እገባላችኋለሁ ::

ከፀጋው ጋር

ጀንበሩ ኃይሌ

መጀመሪያ :- የግል ጉዳይ መረጃ

መመሪያ :- በተሰጡት ሳጥኖች የ (x) ምልክት በማድረግ መልሶቻቸውን አስቀምጡ ::

1, እድሜ

- ከ25 በታች
- ከ25-30
- ከ30-35
- ከ 35-40
- ከ40 በላይ

2, ጾታ ወንድ ሴት

3, የጋብቻ ሁኔታ

- ያገባ
- ያላገባ
- በፍቺ ላይ ያለ
- ባለቤቱን/ቷን በሞት የተነጠቀች

4, የሥራ ደረጃ

- ከፍተኛ የሥራ አመራር ላይ (ዋና ሥራ አስኪያጅ - ም / ስራ አስኪያጅ -ረዳት ሥራ አስኪያጅ)

ሌላ -----

- መካከለኛ የሥራ አመራር ላይ (ዳይሬክተር - ም /ዳይሬክተር -የሥራ ክፍል ዳይሬክተር)

ሌላ -----

- አገልግሎታዊ የሥራ አመራር ላይ (ሰራተኛ)

ሌላ -----

5, የትምህርት ደረጃ

- ዲፕሎማና በታች
- ዲግሪ
- ማስተርስ
- ዶክትሬት

6 የሥራ አገልግሎት

- ከ2 አመት በታች
- ከ2-5 አመት
- ከ5-10 አመት
- ከ10 አመት በላይ

7. የመስራቤቱ ስም

- ያኔት ትሬዲንግ ኃላ.የተ.የግ.ማ.
- ቢኤኢካ ኃላ.የተ.የግ.ማ.
- ዩሪካ ኢንዱስትሪያል ስፕላይስ ኃላ.የተ.የግ.ማ.

ሁለተኛ፡- የአስተዳደሩ ሁኔታና ከሠራተኞቹ ጋር ያለው ግንኙነት፡፡

1. የሰው ሀብት አጠቃቀምን በተመለከተ						
ቁጥር	አገላለጽ	በጣም ከፍተኛ ሊሆን ይችላል	ደረጃ በከፍተኛ ሊሆን ይችላል	በመካከለኛ ሁኔታ ሊሆን ይችላል	በትንሹ ሊሆን ይችላል	በጣም በትንሹ ሊሆን ይችላል
1	የሰራተኞች የቅጥርና የአመራረጥ ሁኔታን በተመለከተ ፍትሃዊ ነው፡፡					
2	ድርጅቱ ሰራተኞች በሚሰሩት ስራ ላይ ጥሩ የሆነ ችሎታ እና ክህሎት እንዲኖራቸው አሰልጣኞችን በየጊዜው ያመጣል					
3	ሰራተኛው ከድርጅቱ ስራ አስኪያጅ ጋር ስልጠና የሚያስፈልግ መሆኑን ይነገራሉ					
4	ድርጅቱ ሰራተኞችን የሚያሰለጥኑ ክፍተኛ የሆነ እውቀት ያላቸውን አሰልጣኞች ያቀርባል					
5	ሰራተኛው ከሚሰራው ስራ ጋር ተመጣጣኝ የሆነ የስልጠና ኮርስ ይሰጠዋል					
6	ለሰራተኛው የሚሰጠው ስልጠና የሚሰራውን ስራ በጥሩ ሁኔታ እንዲሰራ ይረዳል፤ ስራውንም አስመልክቶ አዳዲስ ነገሮችን ከስልጠናው ይቀስማል					
7	ሰራተኞች የሚያገኙት አበል እንደሰራቸው ሁኔታ በአግባቡ ክፍያ የይደረግላቸዋል					
8	የሰራተኞች የሥራ አሰራር ሁኔታ እና በስራቸው ላይ ያላቸው ክህሎት በየጊዜው ይታያል ይገመገማልም					
9	በዚህም ግምገማ አማካኝነት የሰራተኛው ጥሩ ጎን እና ደካማ ጎን ተለይቶ ይወጣ፤ ይነገረዋል					
10	ሰራተኛውም ይህ ግምገማ ከተደረገለት በኋላ ደካማና ጥሩ ጎኑ ተነግሮት ይህም ሁኔታ ስራውን ወደፊት በአግባቡና በጥሩ ሁኔታ እንዲሰራ ይረዳል					
11	የድርጅቱ የተለያዩ ክፍል ስራ አስኪያጆች ከሰራተኞቹ ጋር ያላቸውን የስራ ግንኙነት ያጠብቃሉ፤ ግንኙነቱም ጥሩ እና የሰፊ እንዲሆን ያደርጋሉ					
12	ሰራተኛው በድርጅቱ ውስጥ እንዲሰራ የተመደበበትን የስራ ዘርፍ በአግባቡ መሰራት እንዳለበት ይረዳል					
13	ድርጅቱም ሰራተኞች በድርጅቱ ውስጥ ያላቸውን የስራ ድርሻ በአግባቡ እንዲወጡ ችሎታቸውን በየጊዜው ከፍ እዲያደርጉ ይረዳቸዋል፡፡					
14	ሰራተኛው ለወደፊት በተሰማራበት ስራ መስክ ለመድረስ የፈለገበትን ግብ እና ደረጃ ያስቀምጣል					
2	ግንኙነት					

ቁጥር	አገላለጽ	በጣም ከፍኛ አሰማግሎት	ደረጃ በከፍኛ አሰማግሎት	በመካከለኛ ሁኔታ አሰማግሎት	በትንሹ አሰማግሎት	በጣም በትንሹ አሰማግሎት
1	የድርጅቱ ስራ አስኪያጅ በየጊዜው ቀጣይነት ባለው ሁኔታ ሰራተኞች ስራቸውን በሚሰሩበት ጊዜ የሚያጋጥሟቸውን ችግሮች ከሰራተኞች ጋር በመሆን ችግሩን ለመፍታት ይነጋገራል					
2	የድርጅቱ ስራ አስኪያጅ የሰራተኞችን የስራ ድርሻ አስመልክቶ ማስተላለፍ ያለበትን መረጃ አግባብና ግልጽ ባለው ሁኔታ ያደርሳል					
3	የድርጅቱ ስራ አስኪያጅ ለሰራተኞቹ መናገር ወይም ማድረስ ያለበትን ነገር በትክክል ለማድረስ እና ለማስረዳት የተለያዩ ዘዴዎችን ይጠቀማል					
4	የድርጅቱ ስራ አስኪያጅ የድርጅቱ ሰራተኞች በየጊዜው በስራቸው የሚያገኙትን ውጤት በተመለከተ ለመነጋገር ስብሰባዎችን ያደርጋል					
5	ለሰራተኞች ቀላል እና ለመረዳት ግልጽ በሆነ ሁኔታ በጽሁፍ መልእክት እንዲደርሳቸው ይደረጋል					
6	ለሰራተኞች የሚሰጣቸው ማንኛውም አይነት መረጃ ግልጽ እና ፍጥነት የተሞላበት ነው					
7	ድርጅቱ ለሰራተኞች የተሰጣቸውን የተለያዩ መረጃ አስመልክቶ የደረሰው መረጃ ምን ያህል ጥራታቸውን የጠበቁ ለመሆናቸው የድርጅቱ ሰራተኞች ለድርጅቱ ይህንን ግልጽ እንዲደርጉ ጥያቄ ያቀርባል					
8	የድርጅቱ ስራ አስኪያጅ ድርጅቱን አስምልክቶ የሚወስደውን ማንኛውም አይነት ውሳኔ ውሳኔውን ከመወሰኑ በፊት የሰራተኞችን አስተያየት ይቀበላል					
9	የድርጅቱ ስራ አስኪያጅ ሰራተኞች የሚፈልጉትን ነገር ለማወቅ የተወሰነ ወቅት ሰጥቶ ከሰራተኞቹ ጋር ይወያያል					
10	የድርጅቱ ስራ አስኪያጅ ሰራተኞች የሚሰጡትን ሂስ ይቀበላል					

3 እምነት መጣል በሰው ነገር ላይ

ቁጥር	አገላለጽ	በጣም ከፍኛ አሰማግሎት	ደረጃ በከፍኛ አሰማግሎት	በመካከለኛ ሁኔታ አሰማግሎት	በትንሹ አሰማግሎት	በጣም በትንሹ አሰማግሎት
1	በድርጅቱ ውስጥ የሚሰሩ ሰራተኞችን በተመለከተ ወጥ እና እኩል በሆነ መንገድ ስራቸውን እንዲሰሩ ይደረጋል					
2	በድርጅቱ ውስጥ የሚሰሩ የተለያዩ ክፍሎች ስራ አስኪያጆች የሚሰጡትን ተስፋ ሰራተኞች ይህ ነገር እንደሚሆን ሙሉ ለሙሉ ያምናሉ					
3	በተለያዩ የድርጅቱ ክፍሎች የሚሰሩ ስራ አስኪያጆች ማንኛውንም አይነት ውሳኔ በሚወስኑበት ጊዜ ይህ ውሳኔ የሰራተኞችን ጥቅም የማይነካና የሚያስከብር መሆን እንዳለበት ያረጋግጣሉ					

4	በድርጅቱ ውስጥ ያሉ የድርጅቱ የተለያዩ ሥራ አስኪያጆች ማንኛውንም አይነት ውሳኔ በሚወስኑበት ጊዜ የሰራተኞችን አስተያየት ይቀበላሉ					
5	በድርጅቱ ውስጥ የሚሰሩ የተለያዩ የድርጅቱ የዘርፍ ሥራ አስኪያጆች የሚናገሩትን ነገር የሚተገብሩ ናቸው					
6	የድርጅቱ ሰራተኞች የድርጅቱ የተለያዩ ስራ ዘርፍ ስራ አስኪያጆች ዘርፉን ለማስተዳደር በቂ የሆነ ክህሎት ያላቸው መሆናቸውን ያውቃሉ					
7	የድርጅቱ የተለያዩ የስራ ዘርፍ ስራ አስኪያጆች የሚወስዱትን ውሳኔ በተመለከተ ሰራተኞች ትክክለኛ ውሳኔ መሆኑን ያምናሉ					
8	ድርጅቱ የሚያከናውነው ማንኛውም አይነት ስራ ጥሩና ለድርጅቱ እድገት የተደረገ ስራ መሆኑን ሰራተኞቹ ይገነዘባሉ					
9	የድርጅቱ የተለያዩ የስራ ዘርፍ ስራ አስኪያጆች በእነርሱ ስራ ዘርፍ ውስጥ ስራቸውን በአግባቡ የሚሰሩትን ሰራተኞች በየአግባቡ አግናቆቻቸውን ይለግሰዋቸዋል					

4 የጋራ ጥቅምና ግቦች

ቁጥር	አገልጽ	በጣም ከፍተኛ ለሰማሚታላላ	ደረጃ በከፍተኛ ለሰማሚታላላ	በመካከለኛ ሁኔታ ለሰማሚታላላ	በትንሹ ለሰማሚታላላ	በጣም በትንሹ ለሰማሚታላላ
1	ሰራተኞች በድርጅቱ ውስጥ በሚሰሩበት ጊዜ የድርጅቱን ጥቅም እና ግቦች ለማስከበር አብረው በአንድነት ይጥራሉ					
2	የድርጅቱ ሰራተኞች የራሳቸውን ጥቅም እና ግብ ልክ እንደ ድርጅቱ ጥቅም እና ግብ አድርገው ስራቸውን በአግባቡ ያከናውናሉ					
3	የድርጅቱ ሰራተኞች የድርጅቱን ግብ ጥቅም እና አላማ ይገነዘባሉ					
4	የድርጅቱን የወደፊት ግብ ጥቅምና አላማን ጠንቅቆ ማወቅ ሰራተኛው መድርጅቱ ውስጥ የሚሰራውን ሥራ በአግባቡ እንዲሰራ ይረዳዋል					
5	ሰራተኞች የድርጅቱን አላማ የወደፊት ግብ እና ጥቅሙን ማወቅ በመቻላቸው የድርጅቱን የወደፊት አላማ ለማሳካት ይረዳቸዋል					
6	የድርጅቱን የወደፊት አላማ በጋራ ማስቀመጥ መቻል ሰራተኞች በድርጅቱ ውስጥ የሚሰሩበት መስክ ስራቸውን በአግባቡ እንዲሰሩ ይረዳቸዋል					
7	የድርጅቱ የወደፊት አላማ ጥቅም በአንድነት ማስቀመጥ መቻል በሰራተኞቹና በድርጅቱ ሥራ አስኪያጅ ማካከል ያለውን ንግግር ያጠነክራል					
8	የድርጅቱ የወደፊት አላማ ጥቅም በአንድነት በጋራ ማስቀመጥ በድርጅቱ ውስጥ የሚሰሩ ሰራተኞችን ስራቸውን በአግባቡ በነቃ ተሳትፎ እንዲሰሩ ያግዛቸዋል					
9	የድርጅቱ ሰራተኞች ድርጅቱ ያስቀመጠውን አላማ ጥቅም አስከብረው የማይሰሩ ከሆነ እርምጃ የሚወሰድባቸው በድርጅቱ ህግና ደንብ መሰረት ነው					

5 የአመራር ዘዴ						
ቁጥር	አገለገል	የጣም ከፍኛ አሰጣጥ	የጣም ደረጃ አሰጣጥ	የመካከለኛ ሁኔታ አሰጣጥ	የጥገና አሰጣጥ	የጥገና አሰጣጥ
1	የድርጅቱ ስራ አስኪያጅ ሰራተኞች ድርጅቱ ወደፊት የሚያስቀምጠውን ግብ አስመልክቶ ከድርጅቱ ሰራተኞች ላይ አስተያየት የሚቀበል ሲሆን ይህንንም አስተያየታቸውን ያበረታታል					
2	ለድርጅቱ ስራ አስኪያጅ ሰራተኞች እንደ አጠፋት የጥፋት አይነት የሚገባቸውን ቅጣት ይወስናል፤ ሰራተኞች ጥሩ የሆነ ሰራ በሚሰሩበት ጊዜ ደግሞ እንደ ሰሩት ስራ ሁኔታ ማበረታቻ እንዲያገኙ ያደርጋል					
3	የድርጅቱ ስራ አስኪያጅ ሰራተኞች ስራቸውን አስመልክቶ አዳዲስ እና ጠቃሚ የሆኑ ሀሳቦች እንዲያፈልቁ ያበረታታል፤ ስራቸውንም በደንበኑና በአግባቡ እንዲሰሩ ይከታተላል					
4	የድርጅቱ ሥራ አስኪያጅ ሰራተኞች ከስራ በሚዘገዩበት፣ በሚቀሩበት ጊዜ ይቆጣጠራል፤ ይህንንም የሚያደርገው ሰራተኞች በእረሱ ላይ ጥብቅ ቁጥጥር በሚደረግበት ጊዜ የስራቸውን ወሳኝነት እንዲረዱ ያደረጋል					
5	የድርጅቱ ሥራ አስኪያጅ የቀን ተቀን የሰራተኞች ስራ በበላይነት የሚቆጣጠር ሲሆን የሰራተኞችን ስራም አስመልክቶ ስራቸውን በነፃነት እንዲሰሩ እድሉን ይሰጣል፤ ሰራተኞች ስራቸውን አስመልክቶ የሚሰጡትን አስተያየት እና ውሳኔ ለድርጅቱ ጠቃሚ ነው ብሎ ያምናል					
6	የድርጅቱ ዋና ስራ አስኪያጅ በድርጅቱ ላይ ያለውን ስልጣን በተመለከተ ከእርሱ ጋር ለሚሰሩ የድርጅቱ ሰራተኞች እርሱ የሚሰራውን ስራ በከፊል እንዲሰሩ ይወክላል					
7	የድርጅቱ ስራ አስኪያጅ ሰራተኞች በየጊዜው በስራቸው ላይ የሚያጋጥማቸውን የተለያዩ ችግሮች በበላይነት እንዲወጡ ያግዛል					
8	የድርጅቱ ስራ አስኪያጅ የድርጅቱ ሰራተኞች በሚወስኑት ውሳኔ ላይ ውሳኔውን ይጋራል					
ሦስተኛ፡ የሰራተኞች የስራ አፈጻጸም						
ቁጥር	አገለገል	የጣም ከፍኛ አሰጣጥ	የጣም ደረጃ አሰጣጥ	የመካከለኛ ሁኔታ አሰጣጥ	የጥገና አሰጣጥ	የጥገና አሰጣጥ
1	የድርጅቱ ሰራተኞች ስራቸውን ሃላፊነት በተሞላበት በአግባቡ ያከናውናሉ					
2	የድርጅቱ ማንኛውም ሰራተኛ የተሰጠውን ስራ በተሰጠው ጊዜና ሰዓት ለመጨረስ የተቻለውን ሁሉ ያደርጋል					
3	የድርጅቱ ማንኛውም ሰራተኛ በድርጅቱ ውስጥ ያለውን የስራ ድርሻ በአግባቡ የሚረዳ ሲሆን የተሰጣቸውንም የስራ ድርሻ በአግባቡ ያከናውናሉ					

4	የድርጅቱ ሰራተኛ ስራውን በአግባቡ ለማከናወን ትክክለኛ እና አግባብ ያለው ውሳኔ ለመስጠት ከሌሎች ሰራተኞች ጋር ሃሳብ ይለዋወጣል					
5	የድርጅቱ ሰራተኛ የተሰጠውን የስራ ድርሻ በአግባቡ ለመስራት ትክክለኛ እና ስራውን ለመስራት ጥሩ የሆነ ጊዜ ያመቻቻል					
6	የድርጅቱ ሰራተኞች በየቀኑ ስራውን አስመልክቶ የሚያጋጥማቸውን የስራ ጫና በሃላፊነት የሚወጡበት አቅም ይኖራቸዋል					
7	የድርጅቱ የተለያዩ የስራ ዘርፍ ስራ አስኪያጆች ሰራተኞችን በየጊዜው በሚቆጣጠሩበት ጊዜ ይህ ስራቸው ሰራተኞች ስራቸውን በትክክለኛና አግባብ ባለው መልኩ እንዲሰሩ ይረዳቸዋል					
8	በድርጅቱ ውስጥ የሚሰሩ ሰራተኞች ስራቸውን አስመልክቶ በየጊዜው ያሻሽላሉ፤ ስራቸውን አግባብ እና ሃላፊነት በተሞላበት ሁኔታ የመስራት ችሎታ ይኖራቸዋል።					
9	የድርጅቱ ሰራተኞች በድርጅቱ ውስጥ አንዳንድ ያልተጠበቁ አዳዲስ ነገሮች በሚከሰቱበት ጊዜ ይህን የሚፈጠር አዲስ ችግር በሃላፊነት ለመወጣት የሚያስችል አቅም አላቸው					
10	የድርጅቱ ሰራተኞች የድርጅቱ ስራ አስኪያጅ ስራቸውን አስመልክቶ የሚሰጣቸውን ትክክለኛ እና መመሪያ ያከብራሉ በተግባርም ያውላሉ					
11	የድርጅቱ ሰራተኞች ድርጅቱ ያስቀመጠውን ራዕይ እውን ያደርጋሉ					
12	የድርጅቱ ሰራተኞች በስራ ውስጥ ካሉ የስራ ባልደረቦቻቸው ጋር አብረው ተጋግዘው ለመስራት እና የስራ ልምድ ለመለዋወጥ የሚያስችል ብቃት ይኖራቸዋል					
13	የድርጅቱ ሰራተኞች እና በድርጅቱ ስራ አስኪያጅ መካከል ያለው ጥሩ የሆነ የሥራ ግንኙነት ሰራተኞች ስራቸውን በአግባቡ እንሰሩ ያደርጋቸዋል።					
14	በየጊዜው የሚደረገው የስራ ግምገማ የሰራተኞችን በጎ እና ጥሩ ጎን ለሰራተኞች ይነግራል					
15	ይህም የሰራተኞች ወጣይ የሆነ የስራ ግምገማ ሰራተኞች ስራቸውን በአግባቡ እንዲሰሩ እና ያላቸውንም የስራ ልምድ እንዲያዳብሩ ያበረታታል					

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tilaye Kassahun (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name

Signature & Date

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature & Date

