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Department of MA in project Management

**THE EFFECTS OF EMPLOYER-EMPLOYEE RELATIONSHIP ON
EMPLOYEES JOB SATISFACTION: THE CASE OF SOME SELECTED
PRIVATE COMMERCIAL BANKS.**

BY :- Meron Kebede

ADVISOR :- Taye Amogne (PhD)

ADDIS ABABA ETHIOPIA

DECEMBER 2021

ST MARY'S UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS

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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ST.
MARY'S UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF MASTER OF ART IN PROJECT
MANAGEMENT.**

ADDIS ABABA ETHIOPIA

DECEMBER 2021

Declaration

This is to declare that I, Meron Kebede presented research thesis that has been entitled as “The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks.” I confirmed that this is my own work for the Partial fulfillment of the requirements for the degree of Master of Arts in Project Management at St’ Mary’s University with the guidance of research advisor and has not been submitted to this or other universities.

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Certification

This is to certify that the thesis prepared by Meron Kebede on the topic “The Effects of Employer-Employee Relationship On Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks” Under The Supervision of me for the partial fulfillment of the Degree of Master of Arts in Project Management fulfill the regulation of the University and meets the accepted standards with respect to originality and quality.

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Place: Addis Ababa, Ethiopia

ST MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACUL TY OF BUSINESS

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List of Abbreviation/Acronyms

SPSS=Statistical Package for Social Science

ANOVA=Analysis of Variance

HRM= Human Resource Management

MBA = Masters of Business Administration

R = Coefficient of correlation

R =Square Coefficient of determination

Abstract

The main objective of the study is to assess the effects of employer-employee relationship on employee's job satisfaction: the case of some selected private commercial banks. To achieve the objectives of the study and to answer the basic research questions of the study, the researcher used sequential research design, mixed research approach, primary sources of data (questionnaires and interview), random, convenience, purposive and quota (proportional) sampling techniques to select proportion samples from each private commercial bank, descriptive statistics, Pearson correlation and OLS regression analysis. The findings of the study indicated that salary, working environment, conflict management, communication, supervision, recognition, training and development have significant and positive correlation with job satisfaction. In addition, the findings of the study indicated that there is a positive relationship between salary, working environment, conflict management, communication, supervision, recognition, training and development and job satisfaction. This implies that salary, working environment, conflict management, communication, supervision, recognition, training and development and job satisfaction goes hand in hand. On the other hand, 91.1% the variance in job satisfaction is explained by salary, working environment, conflict management, communication, supervision, recognition, training and development. The findings of the study imply that all independent variables namely, salary, working environment, conflict management, communication, supervision, recognition, training and development have significant and positive effect on job satisfaction. The findings of the study also indicated that salary and working environment are significant predictors of job satisfaction. Negative employer-employee relationship in companies would result in dissatisfaction and inefficiency of employees leading to disappointing work results in addition great employer-employee relationship is fundamental because globalization provides an avenue for changes in work forms, administration style, and innovation. Business owners tend to monitor the worldwide economy to guarantee they are fully informed regarding current global patterns of relationship management. Now a day's it is the era of globalization. That means globalization provides an avenue for changes in work forms, administration style, and innovation. Business owners tend to monitor the worldwide economy to guarantee they are fully informed regarding current global patterns of relationship management. Therefore, employer should scan their work environment accordingly.

Key Words: *Employer, Employee, Job Satisfaction, Private Commercial Banks*

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

According to Schreiner (2019), effective management of employer-employee relations is the relationship between the employer and the employee is critical, factors in increasing employee's job satisfaction in an organization. Therefore business owners need to pay considerable attention regarding this relationship in the event that they need their businesses to develop and succeed (Bhattacharya, Sen, & Korschun, 2012).

The existence of a healthy relationship between the employers and the employees in an organization occupies a very paramount position in the realization of organizational goals and objectives. According to Schreiner (2018), effective management of employer-employee relations is vital to organizational success as healthy relationships can bring about employee engagement and even enhanced employee performance. This is important because the relationship between the employer and the employee is one of mutual reliance. The employer depends on the employees to execute their functions, to ensure the smooth running of the organization. Conversely, the employees depend upon the employer to compensate them financially and create an enabling environment that meets their psychological needs.

When employers create an enabling environment for employees to be treated with respect and feel at home in discharging their responsibility, it instills a positive psychological attitude towards the organization, which enhances employee engagement. Lower employee engagement in an organization can be as a result of the poor employer-employee relations, given that; stressed the need for employers to create an enabling working environment for their employees (Schoonenboom & Johnson, 2017).

The development of employer-employee relationship is essential for the satisfactory execution of any firm and for the employees to become occupied in the organization (Tansel & Gazioglu, 2012). This interactive relationship concentrates on the nature of relationships that organizations have with their employees, not just in line with contribution to hierarchical execution and

accomplishment of organizational objectives, but serving to re-build and ensure authoritative notoriety and image in a turbulent environment (Kim & Rhee, 2011).

Kim and Rhee (2011) recommended that if employees have encountered great long-term relationship with their management they are probably going to consider organizational issues as their own, and are probably going to forward and share steady information as answers for their organization amid the managerial turbulence.

According to Burns (2012), employees who are inspired to work as a result of employer-employee relationship produce better and more output. Such employees strive to become better in an organization because employees who have good relationship with their employer are usually driven by the identified competency of such employee. The ultimate result of a positive employer-employee relationship leads to employee's job satisfaction.

According to Schreiner (2018) employee -employer relations are important to the success of an organization and failure of it is leading toward the downfall of an organization. Success of the organization depends on how well the employee and employer work together. Employer cannot achieve its goal alone but through his/her employees.

According to Schreiner (2018) managing relationships between employer and employee is vital to business success, as strong relationships can lead to greater employee happiness and even increased productivity.

Employee would be excited to perform his/her job when he/she knows that his/her employer is around to support him/her. It is a fact that job satisfaction is a result of working relationship and such job satisfaction can affect the organizational performance. Organizations or business that fails to establish good working relationship tend to have high turn-over (Bakotic and Babic, 2013). Halsal (2014) suggested several points to consider in promoting good working relationship and these are mutual respect, mutual reliance, support or nurturing, gratitude and appreciation, open communication, consistent feedback and following through in which the employer delivers what he/she promises to employees. O'Brien (2014) emphasizes the importance of maintaining good relationship as the key to the ultimate success of an

organization. He pointed out the benefits of good employer-employee relationship such as increased productivity, employee loyalty, and conflict reduction.

Job satisfaction is seen as a peoples' subjective valuation of the diverse parts of their job, it is the feeling and thoughts of workers about their work and place of work. Job satisfaction is a behavioral pattern of contentment, derivation of pleasure and having a positive effect felt on one's job. A Higher job utility result in improvements of the target angles at the work place either because of increased outcomes or disappointing aspects of the job been minimized while satisfying perspectives are given more prominent significance. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, employers should know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Chukwuyem, 2019).Therefore, the main purpose of the study is to investigate the effects of employer-employee relationship on job satisfaction in selected private commercial banks in Addis Ababa.

1.2. Statement of the Problem

Good supervisors, co-workers, and fairness were few factors that motivated employees to be present for work (Thirulogasundaram & Sahu, 2014). Relationships within a workplace are important because they can lead to job satisfaction and lesser likelihood of absenteeism. In the study by Thirulogasundaram and Sahu, 78% of job satisfaction was achievable if their supervisor was supportive emotionally and allowed the employees to voice out their inputs and participation in making decisions. On the other hand, 56% of job satisfaction could also be guaranteed if relationships between employer-employees good and supportive. Poor and unsupportive workplace atmosphere has higher rate of absenteeism. Absenteeism can also be caused by bullying and unfairness in the organization (Murphy & Ackermann, 2011).

Employee's level of dissatisfaction with pay has led to decreased commitment to the job, increase stealing, and increased turnover. Hence for every organization there is a pay scheme which is used as a standard to determine an employee's take home. The problem evolving is not having adequate pay which leads to employees not getting enough salary or salary equivalent to their job to keep them satisfied at work. Some literature have it that revoking a bonus from one year to the next is likely to have a detrimental effect on employee utility, and that over time job satisfaction diminishes as employees potentially adapt to the non-payment of rewards. It has

therefore been seen that there is a negative outcome from small compensation packages which results in employee's level of job satisfaction (Pouliaka, 2010).

Gupta and Garg (2017) in their research expressed that employees are dissatisfied with their supervisor's behavior such as, paying salary, internal policies, promotional opportunities and organizational management. One of the most important consequences of job dissatisfaction is the quantitative and the qualitative decline in performance. Naturally, this can lead to long absences, irregularities in entry and exit, underemployment and inaccuracies and will have a negative impact on performance. This means that people who suffer from severe job stress due to job dissatisfaction cannot be expected to perform well as a happy person and away from stress.

Another serious problem in establishing good relationship between employees and employer is the nature and level of supervision, which is characterized, by abusive supervision where the workers are thought to be simply one more machine without demeanor and feeling. Abusive supervision approach, has brought about the lack of inappropriate supervision leading to about abusive supervision towards employees and their feeling of low positivity about their work to react negatively toward others in the workplace, employers have resulted in ridiculing, public criticizing, and silent treatment that represents negative reciprocity towards employee's job satisfaction and abusive supervision, has resulted in wrong treatment by supervisors to their employees, causing subordinates to direct their aggression to their colleagues leading to disunity, grudge and dissatisfaction at work and to their level of satisfaction (Harris, Harvey, Harris & Cast, 2013).

Employee's level of dissatisfaction with pay has led to decreased commitment to the job, increase stealing, and increased turnover (Currall, Towler, Judge & Kohn 2005). Hence, for every organization there is a pay scheme, which is used as a standard to determine an employee's take home. The problem evolving from the civil service not having adequate pay leads to employees not getting enough salary or salary equivalent to their job to keep them satisfied at work. Some literature have it that revoking a bonus from one year to the next is likely to have a detrimental effect on employee utility, and that over time job satisfaction diminishes as employees potentially adapt to the non-payment of rewards (Pouliaka, 2010).

There are no many studies yet conducted on the effects of employer-employee relationship on job satisfaction, but the following researches are not enough to conclude the effects of employer-employee relationship on job satisfaction. for example (Hong, Hamid, Salleh ,2013) concluded that working environment, pay and salary, fairness and promotion criteria affects job satisfaction and working environment, pay and salary, and promotion determines the job satisfaction of administrative employees.

Raziq and Maulabakhsh (2015) working hours, job safety and security, relationship with co-workers and relationship with top management affects the job satisfaction of employees. A study by Nanyak (2013) revealed the relationship between satisfaction and working environment, salary, compensation, benefits, services, retirement, organizational climate and working environment. Bakotic and Babic (2013) argues that workers who work in normal working conditions are more satisfied with working conditions than workers who work under difficult working conditions.

Bakotic and Babic (2013) argues that workers who work in normal working conditions are more satisfied with their working conditions than workers who work under difficult working conditions. Tansel (2013) indicated that management-employee relationships are less satisfactory in the large firms than in the small firms. Job satisfaction levels are lower in large firms. Less satisfactory on management- employee relationships in the large firms contribute to the lower level of job satisfaction of employee. (Frenkel, Sanders and Bednall , 2013) Good relationship between employee and employer is a good predictor toward business and success and job satisfaction. The main rational to conduct this study was shortage of research on the effects of employer-employees relationship on job satisfaction in the banking sector in Ethiopia. There was previous studies conduct on effects of employer-employees relationship on job satisfaction in manufacturing and public sectors. Therefore, it is difficult to conclude the effects of employer-employees relationship on job satisfaction in the banking sector as that of manufacturing and public sectors. Therefore the main purpose of this study is to investigate the effects of employer-employee relationship on job satisfaction in selected private commercial banks in Addis Ababa using different variables, research methodology, study area and participants from previous studies.

1.3. Research Gaps

There are several studies conducted on the effects of employer- employee relationship on job satisfaction. However, these studies did not show the effects of employer employee relationship on job satisfaction in the work place. In addition these studies were conducted on manufacturing organizations in general. These studies did not answer the effects of employer employee relationship on job satisfaction in service organizations especially in the banking sector. In addition, most of the studies did not show the effects of effects of employer employee relationship on job satisfaction. Therefore, the purpose of this study is to assess the effects of employer-employee relationship on job satisfaction in the selected private commercial banks in Addis Ababa by using sequential explanatory research design, mixed research approach, questionnaires and interviews, descriptive statistics (mean and standard deviation), Pearson correlation and multiple regressions.

There are no many studies yet conducted on the effects of employer-employee relationship on job satisfaction, but the following researches are not enough to conclude the effects of employer-employee relationship on job satisfaction. According to Hong, Hamid, Salleh (2013), Raziq and Maulabakhsh (2015) working environment, pay and salary, fairness and promotion criteria affects job satisfaction and working environment, pay and salary, and promotion determines the job satisfaction of administrative employees. According to Raziq and Maulabakhsh (2015) working hours, job safety and security, relationship with co-workers and relationship with top management affects the job satisfaction of employees. A study by Nanyak (2013) studied revealed the relationship between satisfaction and working environment, salary, compensation, benefits, services, retirement, organizational climate and working environment. Bakotic and Babic (2013) argues that workers who work in normal working conditions are more satisfied with working conditions than workers who work under difficult working conditions. Working condition is seen as important component of making employees satisfied or dissatisfied.

Bakotic and Babic (2013) argues that workers who work in normal working conditions are more satisfied with their working conditions than workers who work under difficult working conditions. Managements' attitude toward employees and the size of a firm contributes to the working condition and job satisfaction is managements' attitude toward employees and the size

of a firm. Tansel (2013) indicated that management-employee relationships are less satisfactory in the large firms than in the small firms. Less satisfactory on management- employee relationships in the large firms contribute to the lower level of job satisfaction of employee.

Frenkel, Sanders and Bednall (2013) employer-employee relations were positively related to job satisfaction and quit intentions. Good relationship between employee and employer is a good predictor toward business and success and job satisfaction. Employer acknowledged that good relationship has contributed toward the success of their business.

1.4. Basic Research Questions

The study was intended to answer the following basic research questions.

1. How is employer-employee relationship in the selected private banks in Addis Ababa?
2. How is employees Job Satisfaction in the selected private banks in Addis Ababa?
3. What is the extent of relationship between employer-employee relationship and Job Satisfaction in the selected private banks in Addis Ababa?
4. To what extent employer-employee relationship affect Job Satisfaction the selected private banks in Addis Ababa?

1.5. Research objective

The study has the following general and specific objectives

1.5.1. General objective

The main objective of the study is to assess the effects of employer-employee relationship on job satisfaction in the selected private commercial banks in Addis Ababa

1.5.2. Specific objectives

Specifically, the study was intended to achieve the following specific objectives.

1. To investigate the extent of employer-employee relationship in the selected private banks in Addis Ababa
2. To examine the level of employees Job Satisfaction in the selected private banks in Addis Ababa

3. To take stock the extent of relationship between employer-employee relationship and Job Satisfaction in the selected private banks in Addis Ababa
4. To examine the effects of employer-employee relationship on Job Satisfaction in the selected private banks in Addis Ababa

1.6. Significance of the study

The findings of the study provide important inputs for managers and employees of the selected banking industries to improve its working condition through identification of employer-employees relationship and job satisfaction. The findings of the study shows on how to increase employee's performance, organizational performance and boost job satisfaction through establishing or forming a straight forward relationship between employer-employees in the selected private commercial banks. In addition the findings of the study inspires other researchers to conduct a study on the effects of employer-employee relationship on job satisfaction and inspires other researchers to further deep their research knowledge on the effects of employer-employee relationship on job satisfaction. The study also gives insight to other fellow researchers for their extensive investigation of the field, which is an agenda for every organization to increase job satisfaction and organizational and employees performance.

1.7. Scope of the study

Firstly, in terms of variable the study used the seven employer-employee relationship indicators (salary, working environment, conflict management, communication, supervision, recognition, training and development) and (job satisfaction) as dependent variable. Secondly, in terms of population the study used employees (senior and junior) and managers and vice managers of the selected private commercial banks. Thirdly, in terms of area the study was conducted in Addis Ababa particularly in five selected private commercial banks. (Wegagen Bank, Abissiniya Bank, Awash bank, Buna Bank and Dashen Bank Sefere Selam and Merkato branches. Fourthly, In terms of content the study was focus on the effects of employer-employee relationship on job satisfaction in the selected private commercial banks in Addis Ababa.

Methodologically the study utilized sequential explanatory research design, mixed research approach, questionnaires and interview, exploratory and narrative approach, frequencies, percentage, mean, and standard deviation, Pearson correlation & OLS regression analysis.

1.8. Limitations of the Thesis

Methodologically, the study was limited on sequential explanatory research design, mixed research approach, questionnaires and interviews, descriptive statistics (mean and standard deviation), Pearson correlation analysis and multiple regression analysis.

Second, the paper addressed only (salary, working environment, conflict management, communication, supervision, recognition, training and development) and (job satisfaction) as dependent variable. The study only used managers and employees of the selected private commercial banks.

1.9. Organization of the Thesis

The paper consist a total of five chapters. The first chapter deals with the introduction part which includes background of the study, statement of the problem, general and specific objectives, research questions, significance of the study, scope of the study and structure/organization of the study. The second chapter presents review of related literature that comprises mainly theoretical framework, empirical frame work, research gaps and conceptual framework. The third chapter concentrated on the overall research methodology that follows research type, research design, population and sampling design, data sources, instruments of data collection and data collection procedure, methods of data analysis, and empirical model specification and reliability and validity of the research and ethical issue consideration. The fourth chapter focuses on data presentation, analysis and interpretation and discussion. The final chapter address the summary findings of the study, the conclusions part and recommendations in order to shows the selected project sites about new ways of addressing employer-employee relationship and job satisfaction.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The importance of literature review the review is to link research questions, research methods, theoretical framework and findings. In this study; review of related literature incorporates four important sections. The first section of the literature review incorporate theoretical framework on Employer-employee relationship and job satisfaction. The second section incorporates empirical frameworks about the effects of Employer-employee relationship on job satisfaction (that means previous studies on Employer-employee relationship and job satisfaction). The third section incorporates with research gaps on Employer-employee relationship and job satisfaction. The fourth section is incorporates with conceptual framework of the study that shows the relationship between independents variables (Employer-employee relationship) and dependent variable (job satisfaction).

2.1. Theoretical Review

2.1.1. Definition Employer and Employee

An employee is a person working on behalf of another person, firm or organization in exchange for payment in the form of either a salary or wages. In this paper, the focus is on employees serving in the banking industry and specifically private commercial banks (Jennifer, 2010).

An employer means legal entity that controls and directs a servant or worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation Employers face many challenges within the workplace but federal laws and regulatory agencies exist to ensure that employers' are correctly operating under the current laws and guidelines to protect employees' from unfair or discriminatory actions (Jennifer, 2010).

2.2. Overview of Employer-Employee Relations

The growth and development of the human relations approach to an organization have attracted several scholarly works on the relationship between employers and employees in organizations in this modern time. Employer-employee relations have been regarded as complex, due to its

definition. Some scholars share the perspective of employee relations as being dealings between employers and trade unions. Employer-employee relations should not be limited alone to the broad spectrum of labor relations. According to Karen (2015), employer-employee relations are also about the relationship with employees. Employee relations practices are not restricted only to formal processes, rules, and procedures and communication channel instituted in the organization, but that they are those informal interactions carried out daily between the employers and the employees, without the framework of employment policies, but acting based on their initiative.

Employee relations are the existence of an interconnection between the employers and the employees in the organization. (Bajaj, Sinha & Tiwari, 2013), pointed out that effective employer employee relations are geared towards stimulating motivation, commitment, and trust in the employees.

It also creates an organizational climate that ensures the full maximization of the potential of the employees for the optimum realization of the goals of the organization. The issue of building trust is at the center stage of human relations. Sanders (2012) posit that effective employer-employee relations elicit trust and that it is expressed when a manager exhibit consistent positive behavior regarding the discharge of official responsibilities and the show of interest towards the general wellbeing of the employees. Karen (2015) added that employer-employee relations enhance mutual respect. It is about how an employer gains the respect of the employees. Employees may not be in tandem with every decision an employer may make, but due to the strong relationship that exists, they respect such decision.

(Hogos & Shimels, 2018) succinctly assert that effective employer-employee relations set the framework for the integration of the needs of the employees into the objectives of the organization. Within the framework of employee relations, Shanks (2007) maintained that managers should be challenged to motivate their employees to strive towards the achievement of the goals of the organization and also motivating them to achieve their individual goals. There is the need for employers to recognize human nature that is the innate desire to be respected, valued, and recognized for competence and abilities, and also freedom over the discharge of work while dealing with the employees. The recognition of human nature propels employees to

put in their best for the organization. Maslow (1943) on the contrary shares the view that when employees are consistently disrespected and looked down upon by the employers, it instills the feeling of inadequacy and inferiority complex.

Originally employment relationship was determined by law. The law determines the rights and responsibilities/rules that govern the behavior of both employer and employee which have an impact on how relationship works out. Recent developments particularly in Human Resources Management, the concept of employer-employee relationship have changed which was formally dependent upon interaction of formal legal regulations (Beardwell and Claydon 2007). The traditional form of negotiations was done through Collective Bargaining in which employer and employee representative negotiate matters like pay, terms of employment and working conditions.

However, in a recent year there is a trend to shift from traditional collective bargaining to a more individualized method of bargaining (Essays, 2018). Employer-employee relationship indicates employee involvement. Such employee involvement is a form of relations in which employees can participate in decision making that was originally reserved for the management only. Employee-employer relations also indicate conflict and cooperation. Therefore, according to employee -employer relations are important to the success of an organization and failure of it is leading toward the downfall of an organization. Success of the organization depends on how well the employee and employer work together. Employer cannot achieve its goal alone but through his/her employees. Therefore, employer needs to develop relationship with the employees and the same to the employees. Employees' job is given by the employer and therefore employees need to develop relationship with his/her employer. Both are relying on each other to conduct the business (Ibid).

According to Schreiner (2018) managing relationships between employer and employee is vital to business success, as strong relationships can lead to greater employee happiness and even increased productivity. To reap these benefits, keep the dynamics of your employer-employee relationship in mind. While maintaining good relationship with the employee is important, however, what kind of relationship is the debate. Often time some employers maintain a distance with the employees in order not to cross the line, while others do not. They prefer to be closer to

the employees and be friendly with the employees. Two styles do not rule out the best style but what is important to bear in mind that both parties must know the gap and know their limit. It has been argued that good employer-employee relationship leads to high performance or productivity. Therefore, it is necessary to maintain good relationship between employer and employees.

Halsal (2014) suggested several points to consider in promoting good working relationship and these are mutual respect, mutual reliance, support or nurturing, gratitude and appreciation, open communication, consistent feedback and following through in which the employer delivers what he/she promises to employees. O'Brien (2014) emphasizes the importance of maintaining good relationship as the key to the ultimate success of an organization. He pointed out the benefits of good employer-employee relationship such as increased productivity, employee loyalty, and conflict reduction. Task Management Guide explains that the purpose of the employment relationship is to contribute to satisfactory productivity, motivation, and morale of employees as well as to ensure sufficient revenue and profits of employers through preventing and resolving problems which arise out of or affect various work situations.

2. 3. Elements of Employer- Employee Relationship

2.3.1. Employee Recognition

Rose (2011) defines recognition as diminishing employee turnover, and enhancing the engagement and motivation of employees to foster higher performance. The importance of recognition is identified in order to appropriately motivate individuals. This value is also an essential factor that determines employer-employee relationship. When employees are recognized for their endeavors towards the advance of the organizations, management makes progress in the genuine sense. Kosfeld and Neckermann (2011) stated that recognition consisted of a thank-you card, personally signed by the head of the research institute and handed out by a research assistant.

Kim & Rhee (2011) sees employee recognition as a timely, informal or formal acknowledgement of a person or team behavior, effort or business result that supports the organization's goals and values, which have clearly been beyond normal expectations. Management should therefore pay

a considerable measure of significance and endeavor in growing better recognition system for their employees on the off chance that they are excited about creating more joyful employees. Employees should be persuaded that administration tunes in, supports and perceives their commitments with a specific end goal to be more drawn (Ibid).

Bradley, Dur, Neckermann and Non (2013), there are some questions that need to be addressed so as to know how exclusive or inclusive recognition should be. Should all employees receive recognition, or is more differentiation desirable? In particular, does providing recognition to all workers demoralize the top-performers, thus creating a culture of mediocrity? Or does reserving praise for the best performers come at the cost of discouraging the others? These questions help employers to identify the most appropriate way and method to appreciate the efforts of their employees.

Two types of reward exist in form of financial and non-financial rewards (Imran & Elnaga, 2014). Recognition is categorized under the non- financial rewards, it is one of the strong motivation factors where employees feel comfortable when they are praised and recognized. Employee recognition programs cover a wide range of activities. They vary from an unexpected and private “thank you” to broad and formal programs in which specific types of behavior are encouraged and the procedures for attaining recognition are clearly identified (Robbins, 2005). Recognition of employee performance is essential in forming performance improvement relationships; it contributes to the enhancement of self-esteem among staff. According to Manjunath and Rajesh (2012), individuals already have the potential expertise required to initiate higher performance levels, but needs to be motivated or driven through recognition. Employees need recognition and appreciation in relation to achievement and accomplishments by employers and workmates which is a form of motivation to such an employee (Chikungwa & Chamisa, 2013). Effective recognition of employee performance results in increased employee performance as a result of enhanced satisfaction on the job in relation to their commitment and perseverance.

2.3.2. Employee Supervision

Every organization exist essentially to achieve certain stated objectives, there is no way the goals and objectives of an organization can be achieved without putting in place certain mechanism towards ensuring its success in supervision (Ekundayo, Oyerinde & Kolawole, 2013). They affirmed that, business and corporations supervise and evaluate employee performance for different reasons which include retention, promotion and accountability for completing job related tasks.

Adu, Akinloye and Olaoye, (2014) defined supervision as the purpose of helping subordinates to learn what their problems are and to seek the best methods of solving them either individual or as a group problem. Bernard and Goodyear (2008) defined supervision as an involvement that is provided by a senior member of a profession to a lower level member of that same profession. This relationship which is evaluative, extended over time, and has the purposes of enhancing the professional function of the junior member to monitor the quality of professional services offered to clients. It is overseeing others through authority and individual impact.

Supervision gives right direction to individuals who are being supervised, enabling them to take activities and the responsibility to proceed all alone. He brought up that one part of supervision is to prepare individuals, correct them, let them know what to do and bring improvement in areas of deficiency in administrative provision. The ultimate aim is to improve the overall efficiency and raise the organizational standards. Supervision can be conducted in four modes according to Apenteng (2012), they are:

Peer supervision: this was produced from social work, mental field and directing fields of developing nations. It's the combination of two subordinates under a supervisor for monitoring and assessment. The concern of this mode of supervision by Bose, Oliveras and Edson (2001) is that, it creates tension between employees and so effectiveness may be unattainable between the peers whereby motivating and learning would be defeated.

Group supervision: includes a number of employees getting together with a boss to work as a group and not individually. Groups are useful avenue to introduce critical thinking approaches

which permits both peer support and specialized direction from a boss to be given. The community: by enhancing the conveyance of administration through community association supervisors are held liable and accountable for monitoring and overseeing the social rewards and punishment if relevant information about the status of service delivery and community entitlement are made available (Apenteng, 2012).

Self-assessment: this is the supervision of one's self on the job and can be achieved through, learning from experience, working more efficiently, strengthening responsibility to execution and fostering self-organization. The focus is to know the level of knowledge acquired and a form assessment to identify activities done and to know the weaknesses in specific areas of performance (Ibid).

2.3.3. Conflict Management

Conflict is an inevitable natural part of the dynamics of workplace including the most solid ones. People perceive differently situations and will try to persuade others to think as them. Thus, conflicts occur frequently when there are open communication barriers, when you feel a perceived threat or one that is real to your status of employment or when targets of workplace are not met by an individual. If unmanaged, conflict becomes destructive and highly negatively impact employee productivity and the organizations' success. If employers start understanding the cause and how to react to conflict, they thrive more in the managing and prevention of future conflicts (Gazioglu & Tansel, 2006).

For organizations to perform effectively, they need to develop or improve the way you they adopt in dealing with conflicts that arise in the organizational context. Appropriate problem solving techniques such as facilitation of medication, training and coaching of conflicts should be utilized to minimize frequency of conflicts in the organization. These techniques are tailored improve in supervisors and employee relationships and relationship between coworkers with aim of building productivity of employees, improvement of the ability to prevent and deal with conflict and increase employee satisfaction (Niklas & Dormann, 2005).

2.3.4. Communication

According to Amessa and Drakeb (2003) communication is one of the critical components that enhance the spirit of team work within the organization. Decentralized organizational structures can enhance the quality of decision making in an organization and vice versa. Top down and bottom up management approach in an organization is likely to promote cohesiveness among workers of the organization hence job satisfaction. Timely feedback of employees on evaluations from top level managers and open door culture of sharing ideas between top level management and lower level management always enhances employee satisfaction and organizational performance. The spirit of team work and creativity in the organization is promoted by the communication of the organization with its stakeholders (Niklas & Dormann, 2005).

Organizational integration is all about the extent to which individuals receive immediate environments' information. Which may include the level of satisfaction with information concerning plans of the departments, some personnel news and job level requirements. communication used in supervision includes both downward and upward communication aspects with superiors (Gazioglu & Tansel, 2006).The three of the fundamental items are; the level to which ideas are openly embraced by supervisors, the degree to which supervisors pay attention and listen , the degree to which supervisors guide their employees in solving problems related to their jobs. Communication is a true reflection both on the personal and organizational levels. (Mesh'al, 2001).

2.3.5. Salary

There are many factors of pay Milkovitch, & Newman (2005), research perform that may be form of individually and may be form of multiple performance pay plan different qualities can consider the efficient of degree to perform merit pay to performance, bonus long incentives first of all merit pay is form of reward and individual function of their individuals performance and rating. The pay plan is most common by employee performance appraisal and a number of recent survey 80 to 90 percent organizations use merit pay. Bounces pay is monetary reward gives to employee in addition to their fix compensation. This pay plan in base on individual performance but bonuses does pay and their not performance. Performances related pay directly impact on the workers' productivity creating the output through pay and workers has more able to give pay

structure according to the performance (Shoer,et al, 2004). The role of employee performance linking to bounces to improve the productivity (Ibid).

2.3.6. Training and Development

After choosing the new employees to work in an organization, the line manager starts guiding the employees, this process is called orientation and is defined according to Dessler, (2015) as “the procedure of providing new employees with basic background information about the firm”. The purpose of this procedure is helping the new employee to feel as a part of the team and is welcomed in the organization. Also, mentoring and guiding him to the basics of the work, and get introduced to the policies and strategies of the organization, laws, and regulations of incentives, rewards, and vacations. Also, get introduced to the values and culture of the organization and its previous achievements, and future plans.

Dessler, (2015), defines training as “the process of teaching new or current employees the basic skills they need to perform their jobs”. It should be noted that training programs are not necessarily only for new employees, each employee needs to get training to improve his or her performance and enhance weakness areas. That would be evaluated by the manager through the daily and routinely continuous guidance, also through the annual appraisal that addresses the strengths and weaknesses of the employee’s performance. Following to this, weak performance will be improved through training programs that will enhance the performance to get the best outcomes, happening in parallel with showing appreciation of good performance by the manager, which would motivate employees for more productivity to get promoted to a higher position.

2.3.7. Working Environment

If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time Chowdhury and Nazmul (2017).

Working conditions should have a comfortable spacious working area with adequate lighting. There should be up to date information technology for tasks to be efficiently completed. Donald and Siu (2001) found that there is a relationship between the work place environment, physical

and mental wellbeing of job satisfaction and employee. Other researchers also found a relationship between environmental and indoor satisfaction influences job satisfaction (Ibid).

2.4. Job Satisfaction

Job satisfaction is seen as a personalized monitoring of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction therefore relates with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances such as needs, values and expectations (Dalal, Bashshur & Crede, 2011).

Reviews on job satisfaction, has built up satisfaction with management as an essential component of general job satisfaction (Dalal, Bashshur & Crede, 2011). Job satisfaction is categorized into two facets: first face is company and management, second face is communication. The company and management confronts and identifies with an employee's job circumstance as a component of organization, approaches and the overall relationship of the employee with all the organizations superior staff above the immediate supervisor. For the second face which is the communication aspect, dealt majorly with interaction between upper management and the low level employees (Ibid).

Job satisfaction as the positive emotions and attitudes employees hold about their job which depends on business related components, such as the feeling of fulfillment workers get on their day-to-day undertakings and some more. For better understanding of job satisfaction, Yang, Stafford, and Gillenson (2011) makes us know that job dimensions which are complex and interrelated in nature need to be understood such as work, pay, promotion, benefits, working conditions, supervision, co-workers, company and management.

Yang, Stafford, and Gillenson (2011) states that work force components can likewise influence job satisfaction. These factors include age, health, and length of job experience, enthusiastic solidness, societal position, family and other social relationships influence their attitudes towards their jobs having knowledge that they are motivators on how satisfied they are at work. Daft and Marcic (2010), portray job satisfaction as a precise indicator of good relationships between the employer and the employees on the grounds that a fulfilled worker for the most part should have a decent relationship with the employer (Ibid).

Relating that job satisfaction involves an employee's affective or emotional feelings, the consequences of job satisfaction on their lives affect their physical health and longevity, mental health and an impact on the employee's social life. Job satisfaction can affect an employee leading to absenteeism, complaints and grievances, frequent labor unrest and termination of employment. Be that as it may, satisfaction and dissatisfaction are not restricted to the way of the job that one does, additionally relies upon the observation, disposition and desires towards the job. In addition, organizations rely on human capital (employees), and the way in which its employees carry on also relies upon the way the management coordinates the hierarchical undertakings (Lu, While & Barribal, 2005).

Job satisfaction is usually linked with motivation, yet the nature of this relationship is not clear because satisfaction is not the same as inspiration. Job satisfaction is regards to how individuals feel about their jobs and different parts of their jobs. Job satisfaction is people's feeling about the rewards they have received on the job. Thus satisfaction is related to the consequences of past and present events. Job satisfaction is the attitude of workers toward the company, their job, their fellow workers, and other psychological objects in the work environment. Job satisfaction is based on several fundamental factors, among which are the extent that personal job values are compatible with the values and goals of the organization, whether the reward is perceived as a fair compensation for performance, and whether or not rewards are perceived of as being applicable or dependent on performance Berument, Ceylan, & Dogan, (2010).

The level of job satisfaction explores both the physical and mental well-being of employees and its implication for job related behaviors such as productivity, absenteeism and turnover. Level of job satisfaction of employees ranges from extremely satisfied to extremely dissatisfaction level and the satisfaction of employees is not only significant for the employees' comfort but also for the improvement of organizations' performance (Imran et al, 2014).

The far reaching enthusiasm for job satisfaction can be clarified by the way that it influences most people because of the generous piece of their lives spent at work. Understanding the components that impact job satisfaction can conceivably prompt to enhancing employee and organizational execution. Patterson (2010) contends that what gives satisfaction varies starting with one employee then unto the next; a few employees may get a high level of utility in their

jobs than from the work itself while some may get the best from their jobs, alongside relationship with managers, administrators and coworkers.

Fulfilled employees will probably be focused on their associations and display larger amounts of performance and efficiency. Employee's job satisfaction offers essential clues concerning the wellbeing and execution of an association and gives information on where upgrades can be made to the organization (Tessema, Ready & Embaye, 2013).

2.4.1. Factors influencing job satisfaction

Garcia et al (2005) stated that the last psychological process' state is referred to as satisfaction. Management has a role in enhancing employee's job satisfaction by ensuring positive working environment, high morale and resources availability to accomplish assigned tasks. There are various factors that affect job satisfaction according to Rashid (2014). Job satisfaction is concerned with to how well our individual prospects at work tally with the outcomes. The common facets that are used to measure job satisfaction include; benefits and rewards, job working conditions, communication, nature of work, organizational policies and procedures, career growth and promotion opportunities, work life and co- workers (Kaliski, 2007). Other practices that employees' use to measure their level of job satisfaction with an employer are; collective bargaining agreement, grievances and dispute settlement, work life, how employees are engaged in the organization's decision making, trade unionism, career growth and promotion opportunities, organizational culture and rewards. The application of human relations in managing human resources is critical in today's business competitive environment (Christen, Iyer & Soberman, 2006).

Working conditions should have a comfortable spacious working area with adequate lighting. There should be up to date information technology for tasks to be efficiently completed. Donald and Siu (2001) found that there is a relationship between the work place environment, physical and mental wellbeing of job satisfaction and employee. Other researchers also found a relationship between environmental and indoor satisfaction influences job satisfaction (Ibid).

An advancement opportunity within the organization is another important factor. An employee will be satisfied if they see there are chances for them to move up the ranks with more

responsibilities but still equivalent for a higher compensation for the new roles. Employees were happy with their jobs if their added education skills will lead to chances of promotion or a higher pay. This also increases level of job security hence job loyalty. A reward is something received or given for offered services. Financial rewards in relation to an employee's skills and work load highly affect their job satisfaction. Employees want to feel that they are being rewarded fairly (Mande, 2012).

Musyoki (2012) argue that work load and stress level can be a problem brought about by the company due to ineffective management and poor planning hence inadequate staff levels. This can lead to fail in meeting deadlines hence conflicts between employees and their supervisors. In such a working environment, operations are done in a very stressful mood because no enough time and resources is provided. If the employee relation with supervisors is not mutual that employees don't feel free to discuss their work concerns then their job satisfaction can decrease. Employees should feel comfortable that their supervisors' doors are open for discussion.

2.5 The relationship between Employer-Employee Relations and Job Satisfaction

The relationship between the employer and employees in any organization is a determinant of any organizational performance. Good employer-employee relations are directly related to job satisfaction (Armstrong, 2010). Performance appraisals conducted by organizations against their employees enhance job satisfaction among workers. Timely feedback provided to employees by their employer helps workers to identify their weaknesses and improve their skills to perform in a better way.

Disciplinary procedures adopted by organizations determine how organizations recognize and respond to employee disciplinary issues in the organizational context. Transparency and effective communication in disciplinary matters will enhance the relations between the employer and the employees Rashid (2014).

Effective approaches adopted in conflict management within the organization like coaching, training, mediation and facilitation will enhance employee and employer relations thus improved job satisfaction. The opportunity of employees to join trade union of their choice as their right always influences the spirit of team work and motivation to perform well in an organization. The

employees who are members of trade unions tend to feel protected and have a voice over their employers in the changing business environment Omega (2012).

Empirical research has widely been conducted in relation to employee relations and job satisfaction on how job satisfaction and their associated demographic characteristics relate in Asian Pacific found that 16266 employees who work in more than 800 institutions, their happiness at work was influenced by the demographic characteristics. The outcome indicated that salary levels is affected the level of job satisfaction to a lesser extent. When the researchers investigated the position of the employee in the company, they found a great link with satisfaction with the job and come to conclusion that, ranks in jobs boosted happiness greatly as opposed to high salaries. He further explained the relationship and indicated that ranks in jobs affect the feelings of employees towards their official achievements (Ibid).

According to Omega (2012), on Correlates of pay and satisfaction in higher education, he established that university professors with high income levels compared to other jobs in different industries have lower satisfaction since they assume that PhD holder who works in other industries is better remunerated than them. Such comparisons affect job satisfaction due to injustice feelings.

A study on the effect on job satisfaction established that a salary of an employee does not directly influence job satisfaction but it's informed of other factor. Job satisfaction in Britain established that job satisfaction declined with higher levels of education. The study found out that education negatively affects job satisfaction since employee expect higher pay when highly educated hence leading to disaffection.

Musyoki (2012) study on the relationship between job satisfaction and rewards at the Kenyan NCPB found out that, the salary levels is a secondary variable which can't stand by itself and has be limited influence when the quality of work is not satisfactory. Mande (2012) on studied on job satisfaction and psychological contract of high school teachers in Kenya found that rose in salary only influences low level income jobs and not the ones of high level and under some circumstances raise negatively effects job satisfaction.

2.6. Empirical Review

Several studies were conducted on the effects of employee-employer relationship on job satisfaction in big business organizations, a shortage of research on employee-employer relationship on job satisfaction in public organizations in developing countries is the main rationale of the study. Therefore, it is difficult to make general conclusion from current employee-employer relationship results and that there is therefore the need for further empirical investigation from different angles. This section is based on past studies from different researchers relating to the effects of employer-employee relationship on job satisfaction.

Damianus et al (2019) conducted a study on Measuring Workplace Relationship and Job Satisfaction of Divine Word Colleges' Employees in Ilocos Region. The findings of the study indicated that there is a significant correlation between workplace relationship and job satisfaction. Therefore, the study recommends that management need to monitor and improve workplace relationship between employer and employees and among employees and satisfaction.

Chukwuyem (2019) conducted a study on Employer-employee relations and employee engagement in a tertiary institution in Benin- City, Edo State. The findings of the study indicated that employee engagement is a by-product of employer-employee relations and the quality of the relationship is one of the most critical factors that drive engagement and satisfaction of employees.

Terry (2016) conducted a study on the Perceived Relationship Between Employee Relations Management Practices And Job Satisfaction At Swissport Kenya Limited. The results of the study revealed that management practices tested which were; conflict management, disciplinary procedures, trade unionism and communication had a very minimal influence on job satisfaction for Swissprt Kenya employees. This means that there are other factors which influence the employee's job satisfaction but also the tested variables scored some aspects of job dissatisfaction.

Habtamu (2018) conducted a study on Effect of Compensation on Employee Productivity In The Case Of Kality Foods Manufacturing Factory, Addis Ababa. The result of the study revealed that Finding of descriptive analysis reveals that all the compensation package variables have an effect on employee productivity. It is proved from correlation analysis that Non-financial compensation

has negative weak insignificant relationship with employee productivity whereas financial compensation has strong positive significant relationship with employee productivity. Regression analysis result, also shows that financial compensation have significant and positive effect on employee productivity whereas Non-financial compensation have insignificant & negative effect with employee productivity.

Jenberu (2019) conducted a study on Employee Relationship Management and Its Effects on Employees' Performance: In Selected Export-Import Private Companies of Addis Ababa. The findings of the study revealed that there is a statistical significant relationship between employee relationship management components and the employee's performance at 0.05 levels. These showed that effective ERM in Export-Import Sectors has a positive impact on the performance of the employees.

Glory (2020) conducted a study on The Effect of Supervisor- Employee Relations on Employee Performance in Hospitality Industry: The Case of Sea Cliff and Columbus Hotels in Dire Dawa Region. The results of the study indicated that employee-supervisor relations contribute significantly to the overall performance of the business. The research also revealed that through various strategies such as training, meetings and team building activities, the relationship between the employer and employee can be fairly strengthened.

Benjamin (2014) conducted a study on An Assessment of Job Satisfaction and Its Effect on Employees' Performance: A Case of Mining Companies In the (Bibiani – Anhwiaso – Bekwai District) In the Western Region. The results of the study indicated that further that their satisfaction level was high especially with health and safety policies in the two mining companies. Additionally, compensation/pay has positive impact on their performance while nature of work negatively affects performance. Finally, the study revealed that inadequate training was a major challenge to the job satisfaction of mine workers.

Pamuditha (2017) conducted a study on Study on the effective factors on the employer, employee relationship for the motivation of associate level employees at ABC hotel, Colombo. The results of the study indicated that communication, Grievance handling as well as the counseling factors directly influencing on the associate level employees motivation.

Recommendations were given in order to improve these factors in order to enhance the level of motivation.

Rebecca (2018) conducted a study on The Relationship of Employee Engagement and Employee Job Satisfaction to Organizational Commitment. The findings of the study indicated that there is a significant association measured between employee engagement and employee job satisfaction. Additionally, there is a significant association between employee engagement and organizational commitment. Based on the analysis, there is a significant association between employee job satisfaction and organizational commitment. The regression model showed that employee engagement and employee job satisfaction, when taken together, were significant predictors of organizational commitment. The implications for positive social change include strategies geared towards increasing engagement and job satisfaction, which in turn influences organizational commitment, resulting in a highly productive workforce and increased profitability.

Brun and Dugas (2008) acknowledgement speaks to a reward experienced principally at the typical level, yet may likewise go up against passionate, functional or money related esteem. The inspiration of employees and their profitability can be upgraded by giving employees compelling recognition which at last results in enhanced execution of the organization. Acknowledgment programs show regard for employees when accomplishing job satisfaction involves such a variety of elements.

According to Belfield and Heywood (2008) the effects of merit pay on teacher satisfaction; it was found that merit pay was negatively related to teacher satisfaction, both in general and with regard to salaries and teaching. The findings of the study imply that merit pay increased overall worker satisfaction and worker satisfaction with their salary. Merit pay, however, did not increase a workers' satisfaction with their co-workers or with their supervisors. A subsequent analysis using fixed effects substantiated these findings.

Artz (2008) carried out a study on: the effects of a merit pay system on worker satisfaction using data on British workers for the year 2000. This result concluded that worker productivity in small firms is easier to monitor; thus workers in such firms may have fewer opportunities to optimize their efforts and thus be considered meritorious.

According to Green and Heywood (2008) workers receiving profit sharing were more satisfied with their hours, pay and job security than workers who did not receive profit sharing; workers receiving profit sharing and performance pay were more satisfied with their pay and job security; and, finally, workers receiving just performance pay were less satisfied with work but were satisfied with job security. Hence, in general, the results of this study suggest that performance pay has mixed effects on worker satisfaction.

Patterson, (2010) carried out a study on the factors driving employee salaries to understand the relationships between salary, non-monetary factors and job satisfaction in the labor market. The findings of the study indicated that in a regression comparing salary and non-monetary factors, only two out of 16 dummy variables were statistically significant. Both were positive work conditions, but Benefits (Positive) decreased salary and Long Hours (Positive) increased salary. In a regression comparing salary and job satisfaction, no statistical significance was found despite sociological research connecting the two aspects of work.

DeCenzo, & Robbins, (2010) expressed that acknowledgment based rewards can fabricate and bring the positive sentiments, solid certainty and extreme satisfaction among the employees of the association. Likewise finished up an indistinguishable outcome from the say that numerous employees consider acknowledgment based rewards are more respected than the impetus.

Danish and Usman (2010) in Pakistan attempted to relate how the effect of motivators, rewards and acknowledgement programs drives employee inspiration. The study found that, there is a huge relationship between many measures of work, motivation and satisfaction. Be that as it may, recognition, working strategies and the work itself uncovered low means when contrasted with other measurements. In this manner, the review uncovered that workers are not pleased with their work substance, working methods and when employees are not recognized.

Job satisfaction can be inspected and surveyed as far as the fit between what the organization requires and what employees are looking for; and the fit between what the employees are looking for and what that employee is really getting. Furthermore, many authors have noticed that

employee satisfaction comes about because of a blend of rewards other than one specific reward (Eshun and Duah, 2011).

Adebayo and Ogunsina (2011) conducted a study on the Influence of Supervisory Behavior and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State police Command. The finding of the study implies that supervisory conduct has a critical impact on job satisfaction of the police staff.

Lunenburg, (2010) conducts a study between pay factors and employee satisfaction. The findings of the study imply that there is a positive connection amongst satisfaction and pay components. That means employee compensation; satisfaction and inspiration were firmly identified with the way of payment. This review additionally found that the character traits, hazard avoidance, self-adequacy and locus of control generally did not appear to impact the preference with respect to either performance based pay or fixed pay, tangible rewards or non-substantial rewards, skill based pay or job based pay and inflexible benefits or adaptable benefits.

Tansel and Gazioglu (2012) carried out with administrative employees in a Large Insurance Company. The result of the study implies that workers under taking an interest or law based supervision showed more positive (fulfilled) conduct towards their job. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay. In today's dynamic business environment, highly motivated employees serve as a synergy and competitive edge for accomplishment of company's goals, business plans, high efficiency, growth and performance (Akafo & Boateng, 2015).

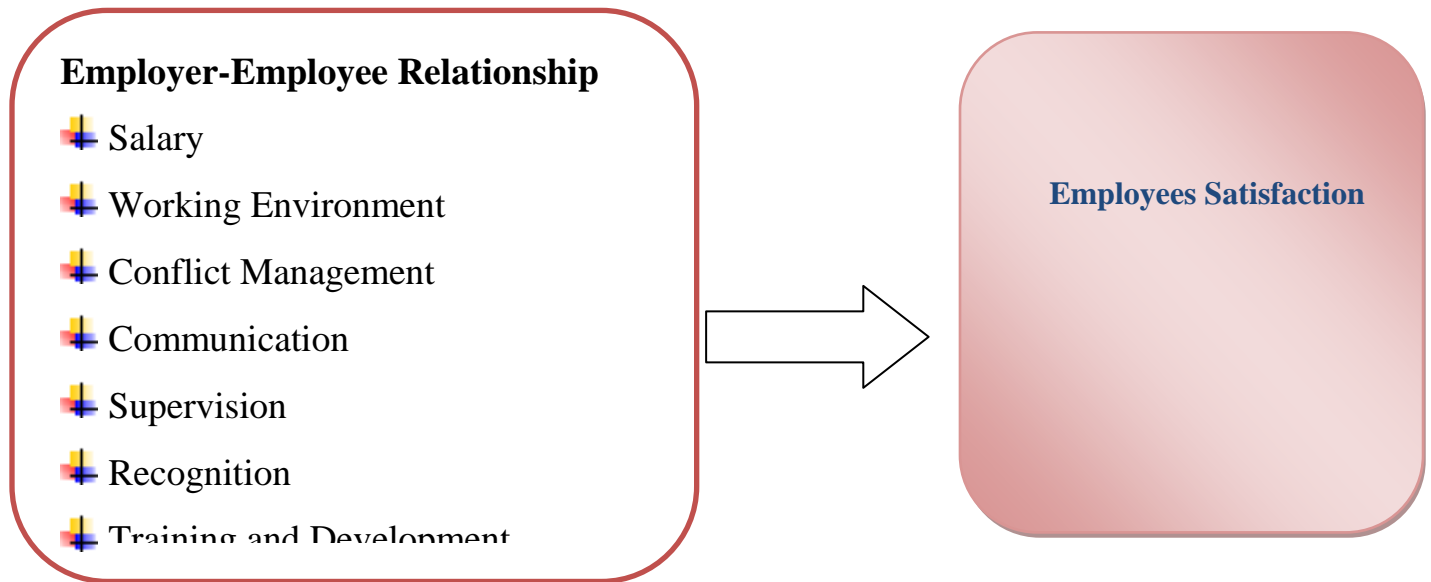
2.7. Conceptual framework of the study

Conceptual framework indicates the relationship between independent variables and dependent variable mainly, to provide a picture or visual display of how ideas in a study relate to one another. The framework makes it easier for the researcher to easily specify and define the concepts within the problem of the study. Conceptual frameworks can be 'graphical or in a narrative form showing the key variables or constructs to be studied and the presumed relationships between them (Grant & Osanloo, 2014). Therefore, in this study conceptual

framework the relationship between independent variables (Salary, Working Environment, Conflict Management, Communication, Supervision, recognition, Training and Development) and dependent variable (employees satisfaction). Independent variables that indicated employer-employees relationship were derived from (Akafo & Boateng, 2015). Whereas, the dependent variable (job satisfaction indicators were derived from (Tansel and Gazioglu, 2012)

Independent Variables

Dependent Variable



Source: (Akafo & Boateng, 2015).

Figure 1. Conceptual framework of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

INTRODUCTION

Research methodology is a way to systematically solve a research problem by logically adapting various steps (Scridhar, 2008). This chapter considered the methodology that was used in this study. The researcher guided by research design with quantitative and qualitative research approach. Quantitative approach used to analyze the data that were collected from questionnaires. Qualitative approach used to analyze the data that were collected from interview. This chapter incorporates research design, research approach, research population, sampling size, sampling techniques, and data sources, instruments of data collection and tools methods of data analysis, reliability and validity test, model specification and ethical consideration.

3.1. Research Approach

The researcher adopted mixed research approach. The researcher collected both quantitative and qualitative data through questionnaires and interviews respectively. Because the researcher combines both approaches to overcome deficiencies in one method only. The basic premise of mixed research approach is integration permits a more complete and synergistic utilization of data than do separate quantitative and qualitative data collection and analysis (Cress and Clark, 2011). In addition, the researcher used mixed research approach mainly to triangulate results that will collect from questionnaires and interviews so as to mix both the qualitative (interviews) and quantitative (questionnaires) data.

3.2. Research Design

Research design is the conceptual structure with in which research is conducted; it constitutes the blue print of what the researcher did from writing questions, hypothesis and its operational implications to the final analysis of data (Tabachnick & Fidell, 2007). To achieve the objectives of the study and to answer the basic research questions of the study, the researcher utilized sequential explanatory research design. That means the researcher first collected quantitative

data through questionnaires and then qualitative data. The researcher collected quantitative data through questionnaires and qualitative data through semi-structured interview.

3.3 Target Population and Sampling Design

3.3.1 Target population

The target population for the study includes employees and managers of Wegagen Bank Sefere Selam and Merkato branches, Abissiniya Bank Sefere Selam and Merkato branches, Awash bank sefere Selam and Merkato branches, Buna Bank Sefere Selam and Merkato branches and Dashen Bank Sefere Selam and Merkato branches. Accordingly, the population of the study includes managers and vice managers, senior and junior officers of Wegagen Bank Sefere Selam and Merkato branches, Abissiniya Bank Sefere Selam and Merkato branches, Awash bank sefere Selam and Merkato branches, Buna Bank Sefere Selam and Merkato branches and Dashen Bank Sefere Selam and Merkato branches. According to the human resource department of the banks the population of the study is 376.

Table 3.1. Population of the study

No	Name of banks	Population
1	Wegagen Bank Sefere Selam and Merkato branches	66
2	Abissiniya Bank Sefere Selam and Merkato branches	71
3	Awash bank sefere Selam and Merkato branches	67
4	Buna Bank Sefere Selam and Merkato branches	83
5	Dashen Bank Sefere Selam and Merkato branches	89
Total		376

Source: human resource department of the Banks, 2021

3.3.2. Sample Size

The sample size of this study was drawn from the total population of the Wegagen Bank Sefere Selam and Merkato branches, Abissiniya Bank Sefere Selam and Merkato branches, Awash bank sefere Selam and Merkato branches, Buna Bank Sefere Selam and Merkato branches and Dashen Bank Sefere Selam and Merkato branches. According to the human resource department of the selected private commercial banks, the total population of the study is 376.

To determine the sample size of employees the researcher used (Yemane, 1967) formula. This formula is used when the population is less than 10,000 by considering 95 % level of confidence and 5% level of margin of error. The target populations of this study are 376.

$n = \frac{N}{1+N(e)^2}$ Where: n= desired size (sample size) N= total population size e=limit of error tolerance 5% (0.05).

$$N=376, e=0.05, \text{ Thus } n = \frac{376}{1+376(0.05)^2}$$

$$n = \frac{376}{1+376(0.0025)} \gg \frac{376}{1.94} = 193.8 \approx 194.$$

Table 3.2. Sample Size of respondents

No	Name of the banks	Population	Rate of sample size	Sample size
1	Wegagen Bank Sefere Selam and Merkato branches	66	17.5	34
2	Abissiniya Bank Sefere Selam and Merkato branches	71	18.8	36
3	Awash bank sefere Selam and Merkato branches	67	17.8	35
4	Buna Bank Sefere Selam and Merkato branches	83	22	43
5	Dashen Bank Sefere Selam and Merkato branches	89	23.9	46
	Total	376	100%	194

Source: Own Computation, 2021.

3.3.3. Sampling techniques

The researcher used purposive sampling techniques to conduct interview with managers and vice managers of the selected private commercial banks. The researcher also utilized random sampling techniques to select employees of the selected private commercial banks. The researcher implemented convenience sampling techniques to select the above private banks.

Finally the researcher utilized quota (proportional) sampling techniques to select proportion samples from each private commercial bank.

3.4 Data Source types and Collection Methods

The data sources of the study are draw from primary data sources. These was mainly to obtain data from employees and managers, vice managers of Wegagen Bank Sefere Selam and Merkato branches, Abissiniya Bank Sefere Selam and Merkato branches, Awash bank Sefere Selam and Merkato branches, Buna Bank Sefere Selam and Merkato branches and Dashen Bank Sefere Selam and Merkato branches through self-completion questionnaires and semi structured interviews respectively.

The researcher utilized primary source of data to collect reliable and valid information. The primary sources were both questionnaires and interview. The questionnaires were used to collect quantitative data that provided statistical descriptions, relationships and regression analysis. Interviews were conducted to collect qualitative and exploratory data.

3.4.1. Questionnaires

The questionnaires were close-ended questions. The questionnaires consist of three sections. The first section is about demographic variables age, gender, educational level, work experience and position of respondents. The second section is about employer-employee relationship (salary, working environment, conflict management, communication, supervision, recognition, training and development). The third section is about questionnaires related to dependent variable (questionnaires about employee's satisfaction). Questionnaires were designed based on likert scale which implies 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

3.4.2. Interviews

Interview was conducted mainly to generate primary data through semi-structured questions. 5 managers of the selected private commercial banks were participated in the interview program.

3.5 Data Analysis

After the data collection from both primary and secondary sources through both qualitative and quantitative research approach, the results obtained were analyzed and interpreted by using qualitative as well as quantitative data analysis tools. This design is where researcher combines both qualitative and quantitative aspects in data collection, inference techniques and research viewpoints, (Schoonenboom & Johnson, 2017). The goal of using this type of research is to reinforce the inferences made from research and expand and strengthen the conclusion of the research. Thus, improving the quality of the research (Onwuegbuzie et al., 2011). In this study both inferential statistics (Pearson correlation analysis and OLS regression analysis) and descriptive statistics were used to examine effects of employer-employee relationship on job satisfaction.

3.5.1 Qualitative Data

The qualitative data were analyzed through exploratory and narrative approach because, this approach answers what, who and where questions and exploratory approach enable researcher to familiarize with the effects of employer-employee relationship and employees satisfaction. In addition the approach also helps the researcher to analyze respondents 'opinion and interview results and which were presented in accordance with their themes and main importance sentences of the participants which address during the interview period.

3.5.2 Quantitative Data Analysis

The researcher used Statistical Data Packages for Social Scientists (SPSS) version 25 for the quantitative information. Information were sorted, coded and installed into the SPSS programming. After information passage, the researcher shows that in precise measurements, including frequencies, percentage, mean, and standard deviation. In addition the researcher conducted Pearson correlation to know the strength of the relation between independent variables that is project management tools (salary, working environment, conflict management, communication, supervision, recognition, training and development) and dependent variable (job satisfaction). Multiple Regressions, the main reason why the researcher utilized multiple regression analysis is that to know which independent variable (salary, working environment, conflict management, communication, supervision, recognition, training and development) on

the dependent variable (job satisfaction). Quantitative information was revealed in tables and diagrams. Since the research both combined qualitative and quantitative aspects of data analysis, it used a mixed-method.

3.6. Empirical Model Specification

The following OLS regression equation was used to analyse the effects of employer-employee relationship on job satisfaction in selected commercial banks in Addis Ababa. The model was used to test the hypotheses formulated regarding the relationship between independent variables and the dependent variable. The model is customizable to the study by the researcher utilized with major modifications of variables and indicators.

$$Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6 + B_7X_7 + e$$

$$(MB) = \beta_0 + B_1S + B_2WE + B_3CM + B_4CIS + B_5S + B_6R + B_7TD$$

Where

B_1, B_2, \dots, B_k is the logistic regression coefficients of the regression equation

$X_1, X_2, X_3, \dots, X_k$ are the predictor variables in the regression equation

X_1 = Salary

X_2 = Working Environment

X_3 = Conflict Management

X_4 = Communication

X_5 = Supervision

X_6 = recognition

X_7 = Training and Development

β = regression parameter, which measures the coefficient of employer-employee relationship on employee's satisfaction, the effect of a given change in employer-employee relationship on employee's satisfaction.

β_0 = constant or intercept of employer-employee relationship on employee's satisfaction relationship; this is the average value of the dependent variable when the independent variable is equal to zero. e = error term or stochastic variable, this is included in the model to accommodate the influence of other variables that affect the dependent variables but which are not included in the model.

3.7. Reliability and Validity test

Reliability is the degree to which the measure of a construct is consistent or dependable. Cronbach alpha used to measure the internal consistency of measurement items. The acceptable cut off points is 0.7. The pilot study was carried out using 10% of the total sample size which represents 19 respondents. Zikmund (2010), suggested that coefficient between 0.80 and 0.95 very good reliability, 0.70 and 0.80 are good reliability, 0.60 and 0.70 fair reliability and below 0.6, poor reliability (Bhattacharjee, 2012).

Validity is how well the concept is defined by the measure. To check content validity; initially the instruments were prepared by the researcher and develop under close guidance of advisors. The instruments were validated by panel of experts in the field to ensure that the instrument contains all the aspects of the subject matter. The experts make some valid correlations on the instrument and they are reflected in the final draft (Ibid).

Table 3.3. Reliability Test results

Variables	Number of items	Cronbach alph value
Salary	5	0.830
Working Environment	6	0.895
Conflict Management	7	0.975
Communication	6	0.877
Supervision	9	0.737
Recognition	5	0.862
Training and development	8	0.888
Job Satisfaction	10	0.942
Composite Reliability	56	0.87575

Source: Field Survey, 2021

The alpha value for salary, working environment, conflict management, communication, supervision, recognition, training and development and Job Satisfaction is 0.830, 0.895, 0.975, 0.877, 0.737, 0.862, 0.888 and 0.942 respectively. The result implies that salary, working environment, conflict management, communication, supervision, recognition, training and

development and Job Satisfaction are considered to have very good reliability. The overall alpha value for measurement items used in this study is 0.87575. This implies that there is a very good internal consistency among measurement items used in this study. The overall alpha value for measurement items were derived from SPSS version 25.0.

3.8. Ethical Issues and Considerations

Respondent's participation in the study is voluntary, they have the freedom to withdraw from the study at any time without any unfavourable consequences, and they were not harm as a result of their participation or non-participation in the study. Name and other personal information were not including increasing the confidentiality of the information. In addition, the purpose of research is for academic purpose. The respondents participate based on their willingness. Furthermore, the researcher avoided misleading or deceptive statements in the questionnaire. The questionnaires were distributed only to voluntary participants.

Chapter Four

Data Analysis and Discussion of findings

Introduction

This chapter provides an overview of the performed analyses on the observed survey data. The basic variables that were intended to measure were managers and employees perception on The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks. The fundamental analyses were performed by using Statistical Software Package SPSS 25.0.

The observed survey data were analyzed and presented in meaningful form that can be easily understandable. First, response rate of respondents in the form of distributed, returned, not returned and discarded questionnaires. Second, sample respondents demographic characteristics were discussed using frequency distribution graphs and bar charts. Thirdly, the level of agreement and disagreement of respondents on Employer-Employee Relationship on Employees Job Satisfaction in the form of mean score and standard deviation was performed. Fourthly, Pearson correlation analysis was conducted to observe the relationship between Employer-Employee Relationship and Employees Job Satisfaction. The Fifth section incorporates the main regression assumptions like linearity, normality, homoscedasticity and multicollinearity tests before conducting OLS regression analysis. The sixth second of this chapter is about OLS regression analysis. It was performed to examine the effects of employer-employee relationship on employee's job satisfaction. The seventh section incorporates discussion on findings by comparing the findings of the study with both empirical and theoretical frameworks'.

4.1. Questionnaires Administration

A total of 194 questionnaires were given to the respondents, 186(95.8%) responses were received but only 176 questionnaires were used for analysis yields 90.7% of response rate. This is performed based on the basic response rate calculation; where dividing the number of people who submitted a completed survey by the number of people the researcher attempted to contact. According to Saldivar (2012), 80%-85% response rate regarded as good and above 85% is regarded as very good. Therefore, the response rate of the study is very good.

Table 4.1. Respondent Rate

	Frequency	Percentage
Distributed questionnaires	194	100%
Returned questionnaires	186	95.8%
Unreturned questionnaires	10	8.7%
Inadequate questionnaires	1	0.5%
Used questionnaires for analysis	176	90.7%

Source: Field Survey, 2021

4.2. General Characteristics' of Respondents

In order to observe the profile of sample respondents a set of basic questions were asked. Frequencies were used to determine how often respondents made a certain response in answering the respective questions, and these gave background information about the sample respondents general characteristics. The demographic detail shows gender, age, educational status, work experience and position of respondents.

Table 4.2.1.age of respondents

	Frequency	Percent
18-40	96	54.5
41-50	50	28.4
51-60	30	17.0
Total	176	100.0

Source: Field Survey, 2021

Respondents were asked to indicate their age level accordingly, 96(54.5%) of the respondents were between 18-40 years of age, 50(28.4%) 41-50, 30(17%) 51-60 years. the result implies that all age groups above 18 were significantly represented in the study. The majority of the respondents were between 18-40 years of age. These are the most productive, energetic and youngest groups of the banks.

Table 4.2.2.sex of respondents

	Frequency	Percent
Male	108	61.4
Female	68	38.6
Total	176	100.0

Source: Field Survey, 2021

Respondents were asked to indicate their sex. Accordingly, 108(61.4%) of the respondents were male and 68(38.6%) were females. The finding indicated that both sexes were significantly represented in the study. The majority of the respondents were males.

Table 4.2.3.educational level of respondents

	Frequency	Percent
Diploma	28	15.9
Degree	137	77.8
Masters	11	6.3
Total	176	100.0

Source: Field Survey, 2021

Respondents were asked to indicate their educational level. Accordingly, 137(77.8%) of the respondents were degree holders, 28(15.9%) diploma holders and 11(6.3%) of the respondents were masters in their level of education. The findings imply that all of the respondents were educated and able to explain more about The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks.

Table 4.2.4.Work experience

	Frequency	Percent
1-5	52	29.5
6-10	97	55.1
11-15	18	10.2
16-20	9	5.1
Total	176	100.0

Source: Field Survey, 2021

Respondents were asked to indicate their Work experience. Accordingly,97(55.1%) of the respondents had 6-10 years of work experience,51(29.5%) of the respondents had 1-5 years of work experience/e,18(10.2%) of the respondents had 11-15 years of work experience and 9(5.1%) of the respondents had 16-20 years of work experience. The result implies that respondents can explain more about The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks.

Table 4.2.5.Position of respondents

	Frequency	Percent
Employees	165	93.8
Manager	11	6.3
Total	176	100.0

Source: Field Survey, 2021

Respondents were asked to indicate their opinion on Position of respondents. Accordingly, 165(93.8%) of the respondents were employees and 11(6.3%) of the respondents were managers. The result implies that both managers and employees were represented in this study.

4.3. Descriptive Statistics

This section indicates the descriptive statistics of employer-employee relationship on job satisfaction to show the level of agreement and disagreement of respondents on employer-employee relationship on job satisfaction using mean score value and standard deviation.

Table 4.3. Descriptive Statistics

	N	Mean	Std. Deviation
Salary	176	3.5300	.76750
Working Environment	176	3.4972	.95489
Conflict Management	176	3.4934	1.26659
Communication	176	3.7452	1.09152
Supervision	176	3.6849	.92132
Recognition	176	3.8325	1.00452
Training and Development	176	3.6941	.89882
Job Satisfaction	176	3.4317	.97550

Source: Field Survey, 2021

The researcher used the interval scale method based on Likert's Five-Point scale which is ranged from (1) Point, (strongly disagree). (2) Points, (disagree). (3) Points, (neutral). (4) Points, (agree). (5) Points, (strongly agree) according to this formula: $5 - 1/5 = 0.8$. Therefore, response rate from 1-1.8 is very low; response rate from 1.81-2.61 is low, response rate from 2.62-3.42 is moderate, response rate from 3.43-4.23 is high and response rate from 4.24- 5 is very high. The mean score value for salary, working environment, conflict management, communication, supervision, recognition and training and development is 3.5300, 3.4972, 3.4934, 3.7452, 3.6849, 3.8325 and 3.6941 respectively. The findings of the study indicated that the response rate for salary, working environment, conflict management, communication, supervision, recognition and training and development is between 3.4934-3.8325. This implies the response rate is high. The result indicated that salary, working environment, conflict management, communication, supervision, recognition and training and development is implemented highly in the selected private commercial banks. The mean score value for job satisfaction is 3.4317. The result implies that there is a high level of job satisfaction in the selected private commercial banks.

4.4. Correlation Analysis

The main reason to conduct correlation analysis is to observe the relationship between independent variables (salary, working environment, conflict management, communication, supervision, recognition and training and development) and dependent variable (job satisfaction). Accordingly, The Pearson Correlation analysis provides an indication of the extent to which variables are associated positively or negatively. The strong point of the association is indicated by an r value, or correlation coefficient, which varies between -1 and 1. A perfect negative relationship is denoted by a correlation coefficient of -1, and a perfect positive relationship with 1. A positive relationship signifies that the values of one variable increase as the same as those of the other variable increase, and vice versa. A significant relationship is indicated by a p-value smaller than or equal to 0.05.

Table 4.4. Correlations

		S	WE	CM	C	S	R	TD	JS
S	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	176							

WE	Pearson Correlation	.429**	1						
	Sig. (2-tailed)	.000							
	N	176	176						
CM	Pearson Correlation	.431**	.273**	1					
	Sig. (2-tailed)	.000	.000						
	N	176	176	176					
C	Pearson Correlation	.642**	.372**	.732**	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	176	176	176	176				
S	Pearson Correlation	.701**	.527**	.569**	.783**	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	176	176	176	176	176			
R	Pearson Correlation	.837**	.425**	.658**	.847**	.783**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	176	176	176	176	176	176		
TD	Pearson Correlation	.509**	.871**	.447**	.585**	.635**	.639**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	176	176	176	176	176	176	176	
JS	Pearson Correlation	.751**	.721**	.542**	.678**	.872**	.760**	.701**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	176	176	176	176	176	176	176	176

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

Source: Field Survey, 2021

The Pearson correlation co-efficient value for salary was 0.751. This implies that salary was significantly and positively correlated with job satisfaction at $r = 0.751$, $P < 0.01$. This means that all things being equal, when the other independent variables (working environment, conflict management, communication, supervision, recognition and training and development) are held constant, job satisfaction would increase by 75.1% if there is 100% improvement in salary. This was statistically significant ($0.00 < 0.05$) i.e. the variable (salary) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

The findings of the study show that work environment had significant and positively correlated with job satisfaction at $r (0.721)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, conflict management, communication, supervision, recognition

and training and development) are held constant, job satisfaction would increase by 72.1% if there is 100% improvement in work environment. This was statistically significant ($0.00 < 0.05$) i.e. the variable (work environment) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction). Conflict management was significantly and positively correlated with job satisfaction at $r (0.542)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, working environment, conflict management, communication, supervision, recognition and training and development) are held constant, job satisfaction would increase by 54.2% if there were 100% improvement in conflict management. This was statistically significant ($0.00 < 0.05$) i.e. the variable (conflict management) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

Communication was significantly and positively correlated with job satisfaction at $r (0.678)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, working environment, conflict management, supervision, recognition and training and development) are held constant, job satisfaction would increase by 67.8% if there is 100% improvement in communication skills. This was statistically significant ($0.00 < 0.05$) i.e. the variable (communication) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

Supervision was significantly and positively correlated with job satisfaction at $r (0.872)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, working environment, conflict management, communication, recognition and training and development) are held constant, job satisfaction would increase by 87.2% if there is 100% improvement in supervision. This was statistically significant ($0.00 < 0.05$) i.e. the variable (supervision) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

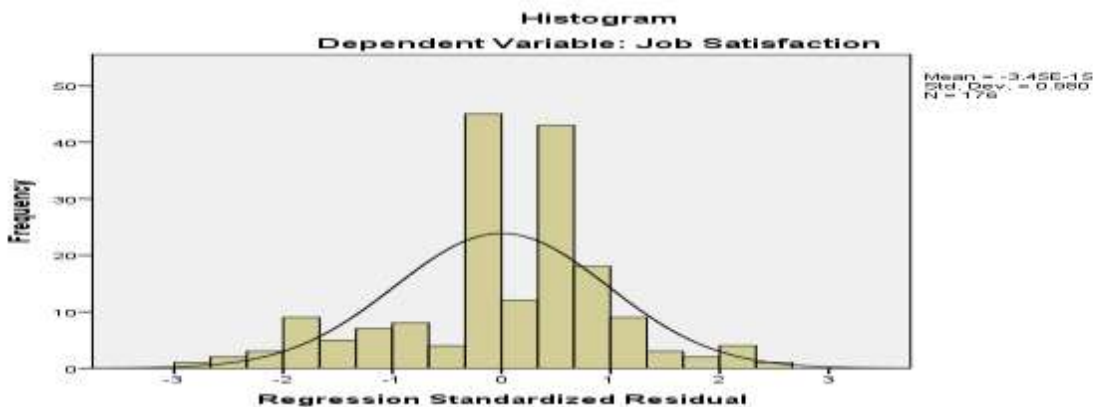
Recognition was significantly and positively correlated with job satisfaction at $r(0.760)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, working environment, conflict management, communication, supervision, recognition and training and development) are held constant, job satisfaction would increase by 76% if there is 100% improvement in recognition. This was statistically significant ($0.00 < 0.05$) i.e. the variable (recognition) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

Training and development was strongly and positively correlated with job satisfaction at $r(0.701)$, $P < 0.01$. This means that all things being equal, when the other independent variables (salary, working environment, conflict management, communication, supervision, recognition and training and development) are held constant, job satisfaction would increase by 70.1% if there is 100% improvement in training and development. This was statistically significant ($0.00 < 0.05$) i.e. the variable (training and development) is making a significant unique contribution to the prediction of the dependent variable (job satisfaction).

4.5. Regression Assumption tests

The study test three regression assumption tests like normality, linearity, homoscedasticity and multicollinearity tests before conducting OLS regression analysis. These tests were clearly indicated below using figures and table.

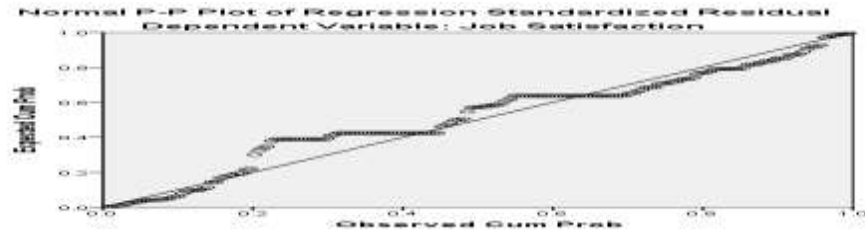
Figure 4.1. Normality test



Source: Field Survey, 2021

Normality test in statistics, normality test used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. As shown above in figure 4.1 the researcher conclude that the data appears to be normally distributed as it follows the diagonal line closely and does not have a non-linear pattern. It indicated the skewness and kurtosis

Figure 4.2. Linearity assumption



Source: Field Survey, 2021

Linearity: the relationship between the dependent and independent variable is linear which is checked by the scatter plot of dependent variable to that of standardize predicted. The plot shows that there is approximately linear relationship between job satisfaction and the set of predictor variables represented by standardized predicted value.

Table 4.5. Collinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salary	.225	4.440
	Working Environment	.172	5.821
	Conflict Management	.436	2.294
	Communication and Information Sharing	.190	5.266
	Supervision	.281	3.557
	Recognition	.104	9.649
	Training and Development	.131	7.660

a. Dependent Variable: Job Satisfaction

Source: Field Survey, 2021

Multicollinearity is checked using tolerance and VIF statistics. According to Andy (2006) a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem. Liu, (2010) also suggests

that a VIF value greater than 10 almost certainly indicates a serious collinearity problem. The findings of the study indicated that the VIF statistics value for salary, working environment, conflict management, communication, supervision, recognition and training and development is greater than 0.1 and the tolerance value is less than 10. Therefore, in this study there is no problem of multi-collinearity.

4.6. OLS Regression Analysis

OLS regression analysis was conducted to examine the effects of independent variables (salary, working environment, conflict management, communication, supervision, recognition and training and development) on the dependent variable job satisfaction) using model summary, ANOVA and regression coefficients.

Table 4.6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.911	.908	.29637

Source: Field Survey, 2021

The coefficient of correlation (R) shows that there is a positive correlation between independent variables and dependent variable. This means that there is a positive relationship between training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition and job satisfaction. This implies that there is 95.5% of correlation between training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition and job satisfaction. This implies that training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition and job satisfaction goes hand in hand.

On the other hand, the coefficient of determination (R Square) shows that 91.1% of job satisfaction is determined by training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition. This

implies that the remaining 8.9% of job satisfaction is determined by other factors not included in this study.

Table 4. 7. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	151.774	7	21.682	246.842	.000 ^b
	Residual	14.757	168	.088		
	Total	166.531	175			

Source: Field Survey, 2021

The value of F test explains the overall significance of a model. It explains the significance of the relationship between dependent variables and all the other independent variables. With F = 246.842 and 176 degrees of freedom the test is highly significant for $p < 0.05$ level of significance, thus we can assume that there is a linear relationship between dependent variable and all the other independent variables in the model. Similarly, as a result, the F-value = 246.842 with 7 and 175 degrees of freedom, leads easily to the rejection of the null hypothesis ($P = 0.000$). For that reason, at the 5 percent level of significance, the F-statistics show that the model is useful in determining if any significant relationship exists between predictor variables and job satisfaction. Therefore the f change value of 246.842 is significant at 0.000 levels.

Table 4.8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.737	.121		6.092	.000
	Salary	.168	.062	.132	2.723	.007
	Working Environment	.654	.057	.640	11.556	.000
	Conflict Management	.084	.027	.109	3.145	.002
	Communication	.095	.047	.106	2.012	.046
	Supervision	.568	.046	.537	12.394	.000
	Recognition	.223	.069	.229	3.217	.002
	Training and Development	.432	.069	.398	6.269	.000

Source: Field Survey, 2021

The findings of the study imply that salary, working environment, conflict management, communication, supervision, recognition and training and development are statistically significant different from zero with their coefficients 0.000, 0.007, 0.000, 0.002, 0.046, 0.002 and 0.000 respectively. Therefore, the result implies that training salary, working environment, conflict management, communication, supervision, recognition and training and development have significant effect on job satisfaction.

In addition the result of the study implies that, salary, working environment, conflict management, communication, supervision, recognition and training and development have positive effect on job satisfaction with their Beta value of 0.132, 0.640, 0.109, 0.106, 0.537, 0.229 & 0.398 respectively.

Similarly, Working Environment and Supervision are the most significant factor that affects job satisfaction followed by Training and Development, Recognition, Salary, Conflict Management and communication.

A multiple linear regression analysis is carried out to predict the values of a dependent variable using the following equation

$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \dots + B_p X_p + e$. Where B_0 is the constant term

$B_1, B_2, B_3, \dots, B_p$ are estimated regression coefficients.

In this study the Constant term is 0.000. The coefficients are estimated as $B_1S + B_2WE + B_3CM + B_4C + B_5S + B_6SR + B_7TD + e$ where B_0 to B_6 are the coefficients relating the P explanatory variables of interest.

Therefore, the regression analysis is presented as

$$JS = 0.000 + 0.000S + 0.007WE + 0.002CM + 0.000C + 0.046S + 0.000R + TD + 0.000 + e$$

Standardization Beta Regression Equation

Shows the standardized Beta value of the independent variables in this study and presented as $e^* = 0.132S + 0.640WE + 0.109CM + 0.106C + 0.537S + 0.229R + 0.398TD + e$

Where $e^*, S, WE, CM, \dots, TD$ is the standardized coefficients values of the independent variables.

4.7. Discussion on Findings

This section encompasses discussion on all of the analysis and all responses gathered on the field through questionnaires and other data collection instruments in course of the research. This

discussion consists of all about the findings, theoretical framework of the study and empirical frameworks. The main aim of this study was to investigate the Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks. 194 targeted participants were involved in the study. They were all employees and managers of Selected Private Commercial Banks. Most of the participants were degree holders in their level of education. The study aimed at finding answers to objectives prescribed in chapter one. The study dealt with the effects of employer-employee relationship on job satisfaction in Selected Private Commercial Banks.

Four specific objectives were developed to support the general objective; the first objective was to investigate the extent of employer-employee relationship in the selected private banks in Addis Ababa. The second objective was to examine the level of employees Job Satisfaction in the selected private banks in Addis Ababa. The third objective was to take stock the extent of relationship between employer-employee relationship and Job Satisfaction in the selected private banks in Addis Ababa. The fourth objective was to examine the effects of employer-employee relationship on Job Satisfaction in the selected private banks in Addis Ababa.

In due course of determining the effects of effects of employer-employee relationship on job satisfaction in the selected private commercial banks in Addis Ababa, seven independent variables namely, salary, working environment, conflict management, communication, supervision, recognition and training and development as independent variable and job satisfaction as dependent variable. The data findings are analyzed in chapter four realized that, the result revealed that salary, working environment, conflict management, communication, supervision, recognition and training and development were highly implemented in the selected private commercial banks in Addis Ababa. The finding is valid since according to George and Jones (2008) in their research found that aspects that promote job dissatisfaction range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques. On the other hand, it is evident that organizations that maintain good relations with their employees are likely to experience increased profits, improved customer service delivery, minimal resistance to change, dedicated and motivated staff who work to achieve organizational objectives. Due to job dissatisfaction, performance of the organization has been affected resulting to increased employee turnovers, decreased profits and performance

standards in the competitive business environment in the recent past. Other aspects that enhanced job satisfaction included; training of employees, open communication and timely introduction of change.

The findings from multiple regression analysis revealed that salary, working environment, conflict management, communication, supervision, recognition and training and development has significant effects on job satisfaction. According to Strohmeier (2013) and Yang and Stafford (2011) summarize some relationship strategies focused at workers for better interrelationship which include: motivating, giving incentives, delegating important responsibilities, being open and transparent, team building (Topolšek & curin, 2012). Burns (2012) says that great employer-employee relationship is fundamental for various reasons: Employees who are enlivened to work deliver better and more outcomes, the level of competency of the staff builds in light of their drive to end up distinctly better, employee performance is enhanced on the grounds that employees who have great relationship with their employers are typically seen as great.

The findings from Pearson correlation analysis revealed that salary, working environment, conflict management, communication, supervision, recognition and training and development have significant and positive relationship with employee's job satisfaction. This is mainly supported by the relationship between the employer and employees in any organization are a determinant of any organizational performance. Good employer-employee relations are directly related to job satisfaction (Armstrong, 2006). Performance appraisals conducted by organizations against their employees enhance job satisfaction among workers. According to Oshagbemi (2000) on Correlates of pays, supervision, performance bonus, recognition, benefits and employee participation has positive, strong and significant relationship with job satisfaction. Niklas and Dormann (2005) study on the effect on job satisfaction established that a pays, supervision, performance bonus, recognition, benefits and employee participation system directly influence job satisfaction but it's informed of other factor.

Chapter Five

Summary Findings, Conclusions and Recommendations

Introduction

This study mainly conducted to dig out the correct information about the effects of employer-employee relationship on employee's job satisfaction: the case of some selected private commercial banks in Addis Ababa. The first section of Chapter five mainly deals with the summary findings of the study based on the analysis and interpretations of data gathered from primary sources collected from respondents. The second section is about the conclusion and the third section is about recommendations.

5.1. Summary of Findings

The summary findings of the study were summarized based on the four research questions raised in chapter one.

The findings of the study indicated that salary, working environment, conflict management, communication, supervision, recognition and training and development is implemented highly in the selected private commercial banks. The result implies that there is a high level of job satisfaction in the selected private commercial banks.

Salary, working environment, conflict management, communication, supervision, recognition and training and development have significant and positive relationship with on job satisfaction. There is a positive relationship between training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition and job satisfaction. This implies that training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition and job satisfaction goes hand in hand.

91.1% of job satisfaction is determined by training and development, conflict management, salary, supervision, communication and information sharing, working environment, recognition. Salary, working environment, conflict management, communication, supervision, recognition and training and development has significant effect on job satisfaction. Salary, working

environment, conflict management, communication, supervision, recognition and training and development has positive effect on job satisfaction. Working Environment and Supervision are the most significant factor that affects job satisfaction followed by Training and Development, Recognition, Salary, Conflict Management and communication.

5.2. Conclusions

The study concludes that Salary, working environment, conflict management, communication, supervision, recognition and training and development plays a significant role in determining employer-employee relationship. Because relationship strategies focused at workers for better interrelationship which include: motivating, giving incentives, delegating important responsibilities, being open and transparent, team building, et cetera.

In fact, negative employer-employee relationship in companies would result in dissatisfaction and inefficiency of employees leading to disappointing work results in addition great employer-employee relationship is fundamental because globalization provides an avenue for changes in work forms, administration style, and innovation. Business owners tend to monitor the worldwide economy to guarantee they are fully informed regarding current global patterns of relationship management.

Good interpersonal relationship on the bases of financial and non-financial interaction fosters high performance and is important for the organization and execution of any firm for employees to feel as a major aspect of that organization. Establishing Employer-employee relationship is important for understanding the competence of implementing activities and tasks between logistics and marketing functions, working relations between employees from different functions of the same company present a crucial factor for company success.

5.3. Recommendations

Based on the findings of the study the researcher suggested the following recommendations.

- ✚ Private Commercial Banks better to create an open dialogue with its staffs. This can be done by monthly or meeting schedules. In addition, allow employees to take part in this discussion. Encourage problems and opinions and show that all ideas are welcome. When employees feel they are in the sub-city's leadership position, employees are more likely to communicate well.

- ✚ Relationship strategies should be focused on workers for better interrelationship, which include motivating, giving incentives, delegating important responsibilities, being open and transparent and team building. In fact, negative employer-employee relationship in companies would result in dissatisfaction and inefficiency of employees leading to disappointing work results.
- ✚ Now a day's it is the era of globalization. That means globalization provides an avenue for changes in work forms, administration style, and innovation. Business owners tend to monitor the worldwide economy to guarantee they are fully informed regarding current global patterns of relationship management. Therefore, employer should scan their work environment accordingly.
- ✚ Employers must ensure that benefits, salary, and reward system, employee recognition, working environment, leadership style, communication distributed to employees are dynamic and constantly re-evaluated to ensure their transparency and fairness to all employees so as to continue to have their dedication, commitment and loyalty, which is the major drive for keeping contented and satisfied employees, thus avoiding turnover but ensuring retention of vibrant employees.
- ✚ Employers must ensure that rewards are matched to employees' needs and preferences. Therefore, employers do well to motivate employees.
- ✚ Private Commercial Banks should minimize the problem of employee job dissatisfaction by using different compensation strategies like, providing benefit and incentive, promotion and transfer.
- ✚ Private Commercial Banks ought to be provides employee recognition and rewards which inspires them to perform better at their job duty. Private Commercial Banks should give acknowledgements, as it is significant for the employee to stay with the sub-city and create healthy and improved employee employer relationship.

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Appendix I: Questionnaires



St. Mary's University ቅዱስ ግርግር ዩኒቨርሲቲ
Committed to Excellence

Dear respondents,

I am postgraduate student in St. Mary's University. I am conducting this research for the partial fulfillment of Master of Art in Business administration (MBA). You have been selected as a valuable and knowledgeable participant in this research in titled with “The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks. The objective is to find out the exact information about The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks.” The questionnaires are completely anonymous and confidentiality is assured, for the research to provide correct results, it is important that you answer all the questions as honestly and truthfully as possible. The result of this questionnaire was utilized for the sole academic purpose and hence, any information you give me will not affect by any means, your personal benefits and privacy.

Thank You.

Meron Kebede

Telephone (+251929178426)

Instruction to fill the questions

This questionnaire is aimed at understanding the issues of The Effects of Employer-Employee Relationship on Employees Job Satisfaction: The Case of Some Selected Private Commercial Banks

Do not write your name on the questionnaire.

Please answer the questions as objectively and honestly as possible

Place a mark (√) in the spaces provided after each question to reflect your answer the most accurately.

SECTION –I, Demographic Information

Place a mark (√) in the spaces provided after each question to reflect your answer the most accurately.

1. Which age brackets are you belong? 18-40 year's 41--50 years 51-60 year's
 above 60
2. Gender? Male Female
3. Your level of formal education? Diploma Degree Masters PhD
4. Work experience: 1-5 Years 6-10 Years 11-15 Years 16-20 Years
4. What is your current position Expert Manager

SECTION 2: Questionnaires on the Effects of Employer-Employee Relationship on Employees Job Satisfaction:

Listed below are descriptive statements about The Effects of Employer-Employee Relationship on Employees Job Satisfaction. For each statement please indicates to which degree you display the behavior described. The questionnaires were collected from different sources and modified by professionals through modification test to relate with the problem and the basic research questions rose above.

Circle or tick on the answer which is appropriate for you

Strongly Disagree (SD) 2. Disagree (D) 3. Neutral (N) 4. Agree (A) 5. Strongly agree (SA)

The questionnaires are divided in to two sections. The first section was salary, working environment, conflict management, communication and information sharing, supervision, recognition, training and development. The second section is about job satisfaction.

Statements	SD	D	N	A	SA
#1. Salary	1	2	3	4	5
1.1 I am satisfied with salary increases within the bank					
1.2 My basic salary is sufficiently paid according to my daily working hours and work load					
1.3. I am likely to stay in this bank for the next five years. Because the salary and reward of the bank is attractive					
1.4 Incentive system of this bank encourages employees to achieve bank objectives.					
1.5 Employees in this bank have the opportunity to get bonuses or commission for productivity or performance outcomes.					
2 # 2. Working Environment	1	2	3	4	5
2.1 The working environment is healthy in terms of Management- Employee relationship					
2.2. If I need assistance at work, I can trust other people in this bank to help me.					
2.3 I feel the policies, rules, procedures, and regulations of the company that affect my job clearly defined.					
2.4 The bank establishes collaborative relationship with the employees.					
2.5 My supervisor has arranged flexible working conditions.					
2.6 I receive assignments with adequate resources and materials to execute them.					

3	#3. Conflict Management	1	2	3	4	5
3.1	Managers ensure that employees are represented appropriately in case of conflicts					
3.2	Management encourage employees to seek formal permission before striking					
3.3	The employer and employee respect the right of each other during conflict management					
3.4	Managers always seek consensus with employees during conflict resolution workers					
3.5	Mangers always interact with their employees to arrive at neutral decisions					
3.6	Appropriate parties are involved in conflict management forums between the employer and employees					
3.7	Employees always respect the decision of the managers/supervisors during conflict management					
4	#.4. Communication and Information Sharing		2	3	4	5
4.1	The organization has decentralized structure that enhance open communication					
4.2	Managers interact with their employees openly					
4.3	The organization encourages interactive learning approach					
4.4	The organization gives timely feedback to its employees					
4.5	Employees always contribute in key decisions					
4.6	Communication hierarchy is two way traffic					
5	# 5. Supervision	1	2	3	4	5
5.1	There is a mutual relationship between supervisors and subordinates					
5.2	Supervisors rely on their subordinates and subordinates rely on their supervisors.	1	2	3	4	5
5.3	Supervisors communicate openly with their subordinates and					

	likewise subordinates communicate openly with their supervisors					
5.4	Supervisors support their subordinates and subordinates support their supervisors					
5.5	Supervisors feel free to give feedback to their subordinates and subordinates feel free to give feedback to their supervisors					
5.6	Supervisors often express gratitude to their subordinates and subordinates also often express gratitude toward their supervisor					
5.7	Supervisors follow through what they have promised to their subordinates and subordinates too follow through what they have promised to their supervisors					
5.8	Supervisors allow subordinates to participate in decision - making and subordinates can make their own decisions					
5.9	The supervisor can get the cooperation of subordinates easily and subordinates can get the cooperation of supervisors easily					
	# 6. Recognition					
6.1	I do get praises for a good job					
6.2	Acknowledgements given are important for me to stay with the organization.					
6.3	When I am recognized for outstanding job, it makes it easier and faster to get work done.					
6.4	Recognizing employees is a source of practical feedback					
6.5	Providing employee recognition encourages me to perform better at my job duty					
	≠7. Training and Development					
7.1	The bank gives quality training for development.					
7.2	The bank believes that continual training and upgrading of employees					

	skills is important.					
7.3	My efforts to improve myself are supported by my manager.					
7.4	Formal training is offered for employees to increase employee's promotional ability in this company.					
7.5	I have real opportunities for career development in the bank.					
7.6	Feedbacks are collected after training delivery for further improvements.					
7.7	I am optimistic about my future success at the bank.					
7.8	I would recommend the bank as a place to work.					
	8. Job Satisfaction					
9.1	I am satisfied with my supervisors					
9.2	I am satisfied with my workload					
9.3	I am satisfied with my job security					
9.4	I am satisfied with the nature of my work					
9.5	I am satisfied with my salary					
9.6	I am satisfied with working hours					
9.7	I am satisfied with my co – employees					
9.8	I am satisfied with the treatment from supervisors					
9.9	I am satisfied because the job gives meaning to me					
9.10	I am satisfied because there is opportunity for promotion					

Thank You for Giving Your Time.

Appendix II: interview Questions

1. How your organization managed employer-employee relationship?
2. What are the strategies used to establish good employer-employee relationship?
3. How is job satisfaction in your bank?
4. What is the level of job satisfaction in your bank?
5. Are employees satisfied with the salary and other benefits of the bank?
6. What financial and non-financial motivation strategies used by your bank?