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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE EFFECT OF EMPLOYEE-MANAGER RELATIONSHIPS
ON EMPLOYEE PERFORMANCE: IN THE CASE OF
ETHIOPIAN AIRLINES GROUP**

A Thesis Submitted to The College of Business & Economics to The Graduate Program of the Department of Management, Addis Ababa University in Partial Fulfillment of The Requirement for A Master's Degree in International Business

By:

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Addis Ababa, Ethiopia

June 2024

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Addis Ababa, Ethiopia

June 2024

STATEMENT OF DECLARATION

I hereby declare that this thesis, titled "**The Effect of Employee-Manager Relationships on Employee Performance: Study on Ethiopian Airlines Group,**" submitted to the Department of Management, College of Business and Economics, Addis Abeba University for the award of the Degree of Masters of Science in International Business, is based on my original research work conducted by me under the supervision and guidance of Habtamu Endrsi (PhD). I declare that this study is my original work and has not previously been submitted, in whole or in part, for the award of another similar degree, diploma, fellowship, associateship, or any other similar titles to this or any other university or institution.

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Date: 5th / 05 / 2024

STATEMENT OF CERTIFICATION


This is to certify that **Geremew Adimasu** has carried out his research work entitled “**The Effect of Employee-Manager Relationships on Employee Performance: Study on Ethiopian Airlines Group**” for the partial fulfillment of Degree of Master of Science in International Business at Addis Ababa University College of Business and Economics. This study is original and is not submitted for any degree in this university or any other institution. It is suitable for submission to the Master of Science in International Business.

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Sincerely,

Geremew Adimasu

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Abbreviations and Acronyms

ANOVA:	Analysis of Variance
df:	Degree of freedom
NPP:	Normal Probability Plot
RSS:	Residual Sum squares
TSS:	Total Sum of Squares
VIF:	Variance Inflation Factor
α:	Alpha Coefficient of an equation
β:	Beta Coefficient of an equation
ε:	Error

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ABSTRACT

Employee-manager relationships are crucial for individual and organizational success, but understanding their impact on performance remains a complex challenge. This study explores the intricate dynamics of these relationships and their influence on employee performance, addressing limitations in existing research. The study considered employee perception of the manager, communication, trust, support, and feedback as mediating factors of employee-manager relationships and employee performance. The study used a descriptive research design and a deductive quantitative approach. In addition, the research employed a simple random sampling method to collect data from sample respondents. The study used a survey research strategy to collect data by distributing structured questionnaires. After that, SPSS version 26.0 was used to generate quantitative data, which were then analyzed using multiple regression models and the Pearson correlation matrix for inferential and descriptive analysis using the Measure of Central Tendency. The study found a multiple-coefficient correlation between employee performance and employee-manager relationships. The study found a statistically significant positive correlation between employee-manager relationships and employee performance. The study concludes that the employee-manager relationship has a major positive impact on employee performance within the Ethiopian Airlines Group. Based on the findings it is recommended that management and other stakeholders are advised to strategically reevaluate their practices regarding the factor variables predicted to determine the quality of the employee-manager relationship and, in turn, impact employee performance. Finally, the study highlights the importance of effective employee-manager relationship practices in improving employee performance.

Keywords: *Employee performance, Relationships, Manager, Communication, Trust, Support & Feedback.*

CHAPTER ONE

INTRODUCTION

This chapter covers the background of the study, problem statement, research objectives, research questions, significance, scope, limits, and paper organization, in that order.

1.1 Background of the study

It is imperative to acknowledge the impact of the manager-employee relationship on employee performance and productivity since it has a ripple effect on organizational performance. Consequently, one of the main motivators in any firm is employee performance. The degree to which an individual can do the important tasks related to occupying a position inside a corporation is known as employee performance (Conway, 2006). The work performance of employees is crucial, particularly when it comes to sustaining and growing an organization's production (Conway, 2006). Tsitmideli et al. (2016) concur with Conway (2006) in saying that one of the most important elements in an organization's ability to maintain and grow production is an employee's effectiveness on the job. However, a bad manager-employee relationship can cause tension, demotivation, counter-productiveness, and subpar work.

Coyle-Shapiro and Conway (2005) state that managers play a key role in assisting staff members in achieving their goals and enhancing their job performance. Furthermore, one of the most important resources for the success of a business is said to be human capital. Therefore, managers should consider this critical component (Tsitmideli et al., 2016).

A positive working connection between managers and employees is one of the most important components of a strong corporate culture. Reaching organizational goals and objectives is crucial. How these relationships are handled determines the organization's success. Positive relationships can lead to happier workers and increased output. By generating highly motivated, competitive, and content workers who see the company as their own, a good employee management relationship improves the business's position (Amsalu, 2011).

Understanding the potential relationship between the employee-manager relationship and job performance would facilitate the development of management methods that are more successful,

which would improve job performance and boost the company's production. Therefore, managers and employees must have positive working connections to maintain a healthy workforce and boost job performance (Coyle-Shapiro & Conway, 2005).

Managers are in a unique position because they must collaborate effectively with both their superiors and their subordinates within the organizational structure, according to Tangirala and Ramanujam (2012). According to Tangirala and Ramanujam (2012), having positive working relationships with others can therefore prevent or at least minimize derailments. Task and relationship behaviors are two essential behaviors for a manager to possess, according to Gentry and Shanock (2008). According to Gentry and Shanock (2008), relationship behaviors, also known as consideration behaviors, offer consolation regarding the circumstances and the parties involved, whereas task behaviors are in charge of goal accomplishment. According to Chang and Chen (2011), this alludes to relationship behaviors that prioritize showing warmth and support to subordinates. The idea that making people feel comfortable has a positive impact on goal-setting, workplace attitudes, and managerial well-being has also been promoted. Tangirala and Ramanujam (2012), for instance, discovered that managers who wished to boost social relationships, show compassion even in stressful situations, and be conscious of their influence on subordinates had to make sure people felt comfortable.

Therefore, as employee-manager relationships play a crucial role in shaping employee attitudes, behaviors, and overall performance within an organization, thus research on how employee-manager interaction affects employee performance must continue. The quality of employee-manager relationships can significantly impact employee motivation, job satisfaction, and commitment to the organization. Hence, understanding the effect of employee-manager relationships on employee performance is essential for enhancing organizational effectiveness. By understanding the complex interplay between employee-manager relationships and employee performance, organizations can develop strategies to enhance these relationships and create a work environment that supports employee growth and organizational success.

Ethiopian Airlines Group (Ethiopian) had a modest beginning and has now completed nearly 78 years of successful travel. Naturally, Ethiopian skin is aging gracefully. Ethiopian is currently Africa's top aviation group. The airline has made a name for itself as the industry leader in technology, leadership, network growth, and aviation mentoring over the years. On April 8, 1946,

Ethiopian Airlines began operations with five C-47 aircraft, making its first flight to Cairo via Asmara. Since then, it has expanded rapidly and kept introducing state-of-the-art aviation systems and technology. With the mission of "Bringing Africa Together and Beyond," Ethiopia has established transcontinental air connectivity networks that connect the continent's major hub, Addis Ababa, to the rest of the globe. Ethiopian is the most experienced airline on the continent, with more destinations served than any other, thanks to its extensive intra-African network. By joining Star Alliance, the biggest airline network in the world, in December 2011, Ethiopian Airlines made a significant advancement in its already successful journey. The multiple-award-winning airline has been recognized for its excellence with numerous coveted awards over the years. These include the Outstanding Crisis Leadership Award for Overall Excellence, multiple years of the Best Airline in Africa title, and Skytrax's Four-Star Airline Certification, to name a few. Ethiopia has experienced average growth rates of 25 percent over the last ten years, building on its ongoing success. With its 15-year strategic plan, Vision 2025, completed ahead of schedule, Ethiopia has outlined a more ambitious strategic plan, Vision 2035, to support its ongoing growth (Ethiopian Fact Sheet February 2024).

1.2 Statement of the Problem

Employee-manager relationships are widely recognized as crucial to individual and organizational success. However, there is a substantial gap in understanding the complex dynamics and influence of these relationships on employee performance (DeNisi & Murphy, 1994; Whetten & Cameron, 2011). The lack of comprehensive understanding poses a significant challenge for organizations seeking to cultivate healthy, supportive, and productive employee-manager relationships that contribute to optimal employee performance. A deeper and more nuanced understanding of this relationship, considering the dynamic, cultural, technological, and individual factors involved, is crucial for achieving organizational success (Ng & Feldman, 2010).

The precise mechanisms through which employee-manager relationships influence performance are not fully understood. Further investigation is needed to identify and analyze the mediating and moderating factors that play a critical role in this complex interplay (Eisenberger, Huntington, & Sowa, 1988). Few studies investigate the effectiveness of interventions designed to improve employee-manager relationships and their subsequent impact on performance (Dutton &

Dukerich, 1991). This gap limits our understanding of practical strategies for fostering positive and productive relationships that enhance employee performance.

There have been numerous instances of disputes between managers and employees in the corporate world. Many of them stem from inadequate management rules, deaf ears to employee complaints, poor communication, unfaithful personnel, dishonest employees, and disobedience. According to Karanja (2011), organizations must cherish the relationship between employers and employees to increase productivity and improve customer interactions. The study also stated that a poor relationship between employees and their employers leads to lower productivity and a higher employee turnover rate. Sepulaand and Shirandula (2017) discovered that management & employee commitment are preconditions to successful service quality, which is because satisfied employees are more devoted to providing excellent services. As a result, organizational commitment is vital in assessing employees' views about the organization, which vary depending on the organization's climate. Poor relationships between employers and employees among firms functioning in both global and local marketplaces have become an issue (Kaliski, 2007).

There was poor communication between managers and employees, and an effective communication strategy should be implemented in the firm to maintain a healthy work culture for its employees, as Singh (2013) recommends. Managers must therefore successfully perceive and function across the five levels of communication: intrapersonal, interpersonal, group, organizational, and intercultural (Shahzad et al., 2012).

The employee-manager relationship's core goal is to improve mutual values for employers and employees to gain a competitive advantage, and its primary domains include recruitment, development, and remuneration (Strohmeier, 2013). The employment relationship establishes mutual rights and obligations between the employee and employer (Bingham, 2016). When a formal work connection is insufficient to do the job effectively, supervisors tend to create informal relationships with their subordinates (Kotter, 1982). Managers must grasp what aspects can improve their relationships with subordinates. As a result, the purpose of this research is to look at how employee-manager relationships affect employee performance. This study aims to investigate the link between employee performance and employee-manager interactions. Finally, determine the magnitude of the link between these variables.

There have been numerous studies on the effect of Employee Relationship Management on employee performance and productivity, as well as studies on similar topics; however, no studies have been conducted on the effect of employee-manager relationships on employee performance, with factor variables such as employee perception of manager, communication, feedback, trust, and support. As a result, this study particularly analyzes the importance of these characteristics in employee-manager interactions and how they influence employee performance.

This work will make significant contributions. First and foremost, it may provide a better understanding of the dynamics at work, shedding light on how the quality of relationships between employees and their managers affects not only individual performance but also team dynamics and overall organizational effectiveness. Specific contributions may include: 1. Practical insights: The study could provide managers and HR experts with practical insights into how to create better and more productive relationships between employees and their managers. This could result in the creation of more effective managerial training programs and leadership development efforts. 2. Employee Well-being: By understanding how these interactions affect performance, firms may be able to improve employee well-being, work satisfaction, and total job engagement. This, in turn, may lead to better employee productivity, lower turnover, and increased retention rates. 3. Organizational Performance: Understanding the complexities of employee-manager relationships may reveal insights about how to improve organizational performance. Employers who build strong, supportive, and communicative connections may be able to improve productivity, innovation, and cooperation.

1.3 Objectives of the Study

1.4.1 General objective

The general objective of this study is to assess the effect of employee-management relationships on employee performance in the Ethiopian Airlines Group.

1.4.2 Specific Objectives

- ✚ To examine the effect of employee perception of managers on employees' performance in Ethiopian Airlines Group.
- ✚ To investigate the effect of communication on employees' performance in Ethiopian Airlines Group

- ✚ To investigate the effect of trust on employees' performance in Ethiopian Airlines Group
- ✚ To determine the effect of manager's support on employees' performance in the Ethiopian Airlines Group
- ✚ To examine the effect of feedback on employees' performance in the Ethiopian Airlines Group

1.4 Research questions

- ✚ What is the effect of *employee-manager relationships* and its components on employees' performance?
- ✚ What is the effect of *employee perception of managers* on employees' performance?
- ✚ What is the effect of *communication* on employees' performance?
- ✚ What is the effect of *trust* on employees' performance?
- ✚ What is the effect of *manager support* on employees' performance?
- ✚ What is the effect of *managers' feedback* on employees' performance?

1.5 Research Hypothesis

The following theoretically tentative explanation of the phenomenon (hypothesis) was put forth by the researcher based on reviews of the literature and analysis of empirical studies.

- **Ha1:** Employee-manger relationship has a significant positive effect on employee performance in Ethiopian Airlines.
- **Ha2:** Employee perception of the manager has a significant positive effect on employee performance in Ethiopian Airlines.
- **Ha3:** Communication has a significant positive effect on employee performance in Ethiopian Airlines.
- **Ha4:** Trust has a significant positive effect on employee performance in Ethiopian Airlines.
- **Ha5:** Support has a significant positive effect on employee performance in Ethiopian Airlines.
- **Ha6:** Feedback has a significant positive effect on employee performance in Ethiopian Airlines.

1.6 Significance of the study

Understanding the connections between managers and employees, as well as the impact they have on employee performance, is critical for an organization's success. Ethiopian Airlines operates in a unique cultural and economic environment, thus understanding how employee-manager relationships function within Ethiopian Airlines is super important. Therefore, the study could reveal how strong employee-manager relationships contribute to improved performance, safety, customer satisfaction, and overall airline success. It could offer valuable insights into the cultural nuances of employee-manager interactions within Ethiopian Airlines. The study could identify best practices for managing employees in this context and provide useful information for Ethiopian Airlines to implement policies and strategies that strengthen employee-manager relationships and boost performance. The study's findings are also very important for the business since they showed the effect of employee-manager interactions on employee performance as well as organizational success. It will also act as a resource for researchers conducting studies on related themes. Furthermore, the study will contribute to the current literature on the subject.

1.7 Scope of the study

This study focused on the impact of manager-employee interactions on Ethiopian Airlines employees' performance in Addis Abeba during the 2024 G.C. Although employee performance is measured using a variety of variables, this study concentrated on the relationship between employee performance and employee-manager relationship elements such as employee impression of managers, communication, trust, and support. The study employed Cross-sectional research, a quantitative research approach, a descriptive research design, and a survey research strategy.

1.8 Organization of the paper

This thesis contains five chapters. The first chapter offers an introduction that includes the study's background, the organization's background, a statement of the problem, the study's objectives, the study's significance, the scope of the investigation, and the study's limitations. Chapter two includes a review of the literature and conclusions from relevant research. The third chapter comprises the research methodology, which includes a description of the study region, research

design, data type and source, population targeted, sample size, and sampling methodologies. The fourth chapter comprises data analysis and interpretation, while the fifth chapter offers the overall conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In any study, prior research, expert recommendations, underlying ideas, theories, models, etc. are precious. This section attempts to review and discuss several theories and concepts related to the study, despite the difficulty in finding literature on it.

2.2 Theoretical Studies

2.2.1 Concepts of Manager-Employee Relationship

The informal interactions between managers and their staff members that support acceptable output, motivation, morale, and candid communication at work are referred to as manager-employee relations. According to John N. (2020), effective employee-manager relationships are essential for organizational success, as employees represent the most significant portion of a company's productive potential. In the modern workplace, employee relations management is crucial since employees are the ones who drive corporate performance. Li Guahao (2021) notes that although the focus on workplace friendships has not always been positive, they have been suggested as a way to improve job satisfaction and significantly increase the formal component of leadership.

Good working relationships are highly valued because they directly support the goals of the company (Dutton & Heaphy, 2003) and the benefits of the employees (Ragins and Dutton, 2007). The Leader-Member Exchange (LME) Theory, which contends that high-quality LME employees are more likely to receive better assistance and enhanced attention from their superiors than those in low-quality LME, is one of the main proponents of the argument. This theory is based on the idea that regular contact leads to improved support and attention. As a result, there is a safer workplace and employers are better able to meet the needs of their workforce, which boosts commitment and job satisfaction.

Retention of employees is another important measure of a healthy work environment. In the modern workplace, factors like the working environment, interpersonal relationships, and job

security are just as important as a high salary and position when it comes to keeping employees. Workers may feel too distressed to work any longer and end up quitting when the work becomes too chaotic and stressful. Workplace tensions and difficulties are unavoidable but having a manager or senior who can point an employee in the right direction and assist in addressing work-related anxiety makes a world of difference. Such socially friendly work environments reduce stress from the job and increase organizational commitment from staff members, which contributes to higher employee retention (Morrison, 2004).

When manager-employee relations become overly amicable, certain issues need to be addressed, like workplace favoritism and nepotism, which can have negative effects if left unchecked. The risk of management and employee separation is another potential consequence of increasing employee engagement. Businesses have always relied on a disciplined structure with clear reporting lines to maintain stability, even though managers may welcome employee engagement. In general, the demonstrated advantages surpass the possible drawbacks ((Morrison, 2004).

To sum up, "workplace friendship" refers to an unofficial bond between coworkers that strengthens their sense of shared purpose and lessens animosity (Chen, 2012). Workers who receive excellent guidance and whose creative behavior is praised by their superiors typically feel a part of their supervisory team very much. These workers have a greater inclination to experiment and deliver their work at its best (Pillemer, 2018). In summary, productive workplace relationships between managers and staff inspire workers to go above and beyond to accomplish a shared goal, which benefits the business in many ways.

2.2.2 Review of Employment Relations Theories

2.2.2.1 Unitarist

Unitarians begin with a presumption and set of values that maintain conflict in the workplace is not an inherent feature of the relationship between managers and employees. There is a chance that the two will occasionally have disagreements at work, but these are considered anomalies in a relationship naturally inclined toward cooperation. According to proponents of this viewpoint, disputes between managers and staff are unlikely to escalate to the point where the company becomes bankrupt because both parties have a stake in the survival of their companies. If there are divisions, it's thought that they result from bad communication, personality disorders, unethical

hiring and promotion procedures, or the deviation of dissidents. The rational management team is supposed to be very careful about eliminating the potential sources of conflict to make sure that such divisions do not impede the "natural order" of things. It must therefore guarantee the fairness and equity of the hiring and promotion procedures. In addition, it must guarantee that employees who are "difficult" or prone to personality conflicts are either ignored or suppressed and that communication systems are in place to inform staff members of their true interests. The organization's promotion among the workforce as the only source of authority must be the last step in ensuring the elimination of all other sources of authority from the workplace, including trade unions and shop stewards (Fox, 1966; Fidler, 1981, pp. [148–67]).

2.2.2.1.1 Scientific Management Theory

Three schools of theoretical and practical thought have benefited greatly from the assumptions and values of unitarist thought. Taylor's (1974) theory of scientific management is the first. According to this theory, management decisions regarding employment relations must be based on the presumption that workers are immature regarding their work habits, are inclined to avoid them at all costs, and have short-sighted, self-serving time horizons. Employee activities at work must be strictly and directly controlled to lessen the external manifestation of internal tension, to the extent that this conflicts with organizational goals and time horizons. It is the responsibility of management to exercise ration leadership in hiring and supervising staff, to clearly define the tasks that each person is expected to complete and to have unrestricted authority over the workflow and procedures that each employee follows. Businesses that use this type of management approach should simplify work so that employees only need the bare minimum of skills to complete tasks. Workers should be handled collectively and impersonally, and management should be consulted about any problems that arise at work. In these circumstances, management's approach to employee relations aims to maintain management's superior understanding of the staff to quell internal conflict over the allocation of organizational power.

2.2.2.1.2 Human Relations Theory

According to Maslow (1954), Mayo (1933), and Child (1967), the second theory originates from the so-called human relations school. In this instance, it is believed that people's capacity to find self-fulfillment at work will determine how much organizational tension decreases. It is believed

that laborers are qualitatively distinct from other resources utilized in manufacturing. It is therefore argued that if employees are denied autonomy at work, made to feel like mere cogs in a machine, or assigned tasks that limit their ability to think and create, they will inevitably find a way to get around the control mechanisms that impose these restrictions. In this view, the main responsibility of management is to influence workplace dynamics in a way that makes workers feel personally satisfied with their involvement in the company. As a result, businesses that use this model are supposed to respect workers' rights to participate in their governance. As a sign of their dedication to their workers' welfare, they should also actively participate in helping them advance their skills. Whatever its shape, the goal of this managerial approach to employee relations is to lessen internal conflict by growing workers' sense of job satisfaction through methods that involve them in the planning and control of their work.

2.2.2.1.3 Human Resource Management

Human resource management techniques are discussed in the third theory (Stone, 1995; Blyton and Turnbull, 1992; Guest, 1989). Unlike the other two types of management practices, this one is based on the idea that conflicts within an organization can be fully resolved by fostering a cooperative psychological contract. The decisions made in this case regarding employee relations are based on the conviction that the forces that bind managers and workers together are much more powerful than those that separate them. It is the responsibility of management to create an environment in the workplace where independent individuals either employees or management are encouraged to collaborate for the benefit of the group. Employers who adopt this strategy are expected to view workplace relations from an all-encompassing perspective, encouraging management and employee collaboration through the establishment of a cohesive culture, robust and pervasive leadership, and a distinct understanding of the organization's objectives. By dismantling workplace social classes, creating open channels of communication between various stakeholders, and encouraging a shared understanding that everyone's interests are best served by cooperating and avoiding conflict, these employee relations strategies seek to reduce internal tensions. Workplace teams, performance reviews, pay based on performance, and individual employment contracts are examples of collaborative management practices in action.

2.2.2.2 Pluralist

Unitarists and pluralists differ in that the former begins with the presumption that conflict in the workplace is unavoidable. The belief that corporate organizations are intricate social constructs composed of various interest groups is characteristic of people who hold this perspective. Two of these groups are management and employees, who by their very nature adhere to different goals and values due to the factory system. This frame of reference also presupposes that authority will come from various sources within an organization and that there will always be room for conflict between them regarding how work is organized and how rewards are distributed. Those who adopt this viewpoint typically view conflict as essential to the operation of a business because it forces employee grievances to the fore. They do this by acknowledging that workplace conflict is inevitable. There is also the argument that the possibility of conflict encourages managers to look for creative ways to resolve it to get the greatest outcomes. Pluralists believe that enabling organizations to handle labor relations issues collectively, acknowledging the existence of competing sources of authority most notably, trade unions or shop stewards offers benefits. In this sense, it is argued to not only give management the most effective way to institutionalize employment regulations and reduce the degree of conflict at work but also to promote more equitable results by giving workers the ability to band together and balance managers' power when negotiating employment contracts. Pluralists typically recognize the right of workers to engage in collective bargaining and the ability of trade unions to represent them in this capacity because of these ideas (Fox, 1966, Clegg, 1975).

2.2.2.3.1 Systems Theory

Industrial relations are best understood as a subsystem of the larger social system, according to Dunlop's (1958) systems theory, the most well-known theory based on a pluralist frame of reference. The idea maintains that there are many formal and informal rules and regulations that control work. These cover a wide range of topics, including hiring practices, vacation policies, performance reviews, pay scales, and working hours. The assertion is that industrial actors endeavor to ascertain these rules and that the broader environmental context in which they operate shapes their establishment. Additionally, the actors themselves have a shared interest in preserving the negotiation and conflict resolution processes. Four components are deemed to comprise the industrial relations rule-making system based on these claims. The group of

employers and their representatives, or industrial actors, is the first one. E. associations of employers), workers and their delegates (i.e. organizations (trade unions), as well as outside groups interested in labor relations (i.e. labor courts, and government agencies). Actors involved in industrial relations are believed to be influenced or constrained by the environmental context, which includes the power dynamics in the larger society, the current economic and technological landscape, and other factors. The third is an alleged "web of rules" that regulates the working relationship and is thought to result from discussions amongst the participants. The final type is known as a "binding ideology," which is a collection of shared ideals and perspectives that support individual actors' willingness to make concessions to keep the system functioning. The idea that the industrial relations system self-adjusts toward equilibrium is a key component of this framework. Changes in one element are said to initiate a variety of processes that inevitably bring the system back to a state of order, so long as those changes have an impact on the other elements as well.

2.2.2.3.2 Strategic choice theory

Strategic choice theory by Kochan, Katz, and McKersie (1986) is another popular and more recent theory that is based on pluralist presumptions. By addressing various modern modifications to the field of industrial relations, this theory builds upon the systems concept first introduced by Dunlop in 1958. Managers' approach to handling labor relations concerns is observed to be influenced by three of these changes. First, new industries emerging that are not unionized and the recent decline in union membership are indicators of this. The second is evident in changes to trade union-related collective bargaining agreements and their results. Thirdly, information sharing, collaboration in the workplace, performance incentive programs, and self-governing teams have all been promoted by new management ideals and HR tactics. According to the theory, handling industrial relations issues is now much more complicated than it was in the past because of these modifications. Initially, the power to make decisions about workplace relations has been redistributed as a result of the fall of trade unionism, the growth of Human Resource Management practices, and the increasing decentralization of bargaining processes. Thus, when it comes to handling issues in this field, human resource and line managers are seen as having a significant advantage over traditional industrial relations specialists. Furthermore, as unitarist concepts become more widely applied in HRM practices, companies are being prompted to

manage their workforces more proactively. As per the theory, senior executives are developing human resource and business strategies with a more integrated approach, which reflects this. It is argued that, thirdly, managers can no longer be seen as merely the passive recipients of the demands and initiatives made by organized labor. Indeed, decisions regarding marketing, production, finance, investment, and other areas have an increasingly greater impact on the daily management of workplace relations due to the integration of human resources and business strategies.

This theory's recognition of the connections between choices and actions at various levels of the industrial relations system is a key component. Therefore, the introduction of new, technologically advanced capital equipment at the strategic level will almost certainly have an impact on how collective bargaining is conducted regarding future training and manning levels, as well as how workplace relations are handled if manning levels are changed or jobs are reorganized. The theory also considers how various system actors are affected by strategic choices. A company's long-term investment strategy may be impacted by strategic changes made by the government to macroeconomic policy settings, for example, especially if the company believes that these changes will have an impact on bank interest rates. It will almost certainly have an impact on the organization's future employment strategies, human resource policies, collective bargaining position, and the nature and conduct of employment relations in the workplace if it is thought that such rates will increase and thereby lessen the need to maintain current manning levels.

2.2.2.3 Marxist

It may seem unnecessary to use a Marxist framework considering the dissolution of the Soviet Union, the fall of communism in Eastern Europe, and the decline of "radical" thought in the West. Some studies from this school of thought, nevertheless, continue to have a significant impact. Second, they serve as legitimate criticisms of the first two frames of reference and the theories that go along with them. This is because they are predicated on very different theories regarding the nature and causes of conflict in the workplace. The main source of inspiration for those making radical arguments is Karl Marx's writings from 1950, 1967, and 1978, which maintained that class conflict was a permanent feature of capitalism. Skewed ownership of the means of production and unequal wealth distribution are the root causes of this struggle. It was noted by

him that the bourgeoisie, or capitalists, possessed a disproportionate amount of wealth and property, while the proletariat, or workers, comprised most of the population who were impoverished and had nothing to sell but their labor. Working-class people were forced to be exploited by the dominant capitalist class, which held the levers of political and economic power and extracted "surplus value" from their labor. This exploitation was a result of capitalism since it necessitated fierce rivalry among capitalists. The need to reduce expenses and streamline profitable operations arose with each new investment round, which put increasing pressure on profits due to competition. Marx viewed this relationship as pressuring capitalists to continuously lower worker wages and decrease the number of workers. Because they made up the majority of those who consumed the fruits of their labor, every new investment round produced an inherent contradiction.

The working class was forced into a "false consciousness" that accepted the status quo by political systems and class-based values that were developed in societies organized along these lines, according to Marx. The internal contradictions of capitalism, he contended, cannot be perpetually subdued by class-based values and capitalist political systems. As a result, as workers' poverty levels rise, they at some point come to understand their shared class interests and become motivated to protest their exploitation. In the context of employee relations, a Marxist framework interprets social conflict as the inevitable result of capitalism, the product of a continuous struggle between two opposing social classes, and industrial conflict as the manifestation of this struggle at work.

2.2.2.3.1 Labor process theory

Numerous "radical" theories that are based on a Marxist framework exist. Certain people place greater emphasis on the economic presumption that capitalist systems of economic organization are intrinsically exploitative and prone to conflict. Others rely more on sociological presumptions regarding the existence of value systems based on class, which serve to justify the dominant role of capitalist interests. One well-known example of the former is Braverman's labor process theory from 1974. Similar to Marx, this theory contends that management's main responsibility is to use labor and machinery to transform raw materials into finished goods. The only way management can accomplish this is by putting in place systems of power and control that transform workers' ability to perform work (i.e. E. labor force) into tangible work effort (i.e. E. labor), and that

profitable production and capital accumulation are only possible as a result of this conversion. The theory notes that since the turn of the century, technological advancements and the adoption of scientific management practices have made it easier for managers to exert control over the work activities of their employees. This assertion is based on these three observations. According to some theories, these advancements have altered the nature of labor by deskilling jobs and dividing them up into smaller and smaller tasks that nobody finds meaningful to do. Additionally, they have weakened workers' autonomy to set the pace and manner of work and helped managers gain a centralized understanding of their jobs. The rationale behind these advancements, to the extent that they are inherent in contemporary capitalist production methods, is attributed to the constant need for commercial enterprises to discover innovative approaches for cost-effective and efficient staffing. Nevertheless, the flip side of this reasoning is that workers consistently oppose the increasing disenfranchisement and continuous exploitation that these actions entail, whether overtly or covertly. This renders them untrustworthy participants in the work process and more likely to behave in ways that are detrimental to the companies that hire them. According to this view, workplace conflict is not only the result of defiant individual behavior or improper management selection and promotion procedures, as unitarist claim. It's also not just the result of conflicting group interests at work, despite what pluralists claim. Rather, it stems from the inherent characteristics of capitalist industrial growth.

2.2.2.3.2 Feminist theories

Feminist theories illustrate how Marxist sociological presumptions are used. Such theories usually begin their analysis by pointing out how patriarchy plays a part in capitalist modes of economic organization. This school of thinking encompasses a variety of interpretations, but they all aim to emphasize how men behave in a way that limits the status of women. In other words, contrary to what Marx once claimed, a gender-based value system rather than a class-based one serves to legitimize the dominant position of capitalist interests, one of which happens to be the ownership and management of the means of production. As much as patriarchy has shaped history and caused society and its institutions to be structured in a way that best serves men's interests, it has also spread ideas that associate proper behavior with biological sex. These ideas have helped to socialize women into accepting their subjugation in a way that is similar to Marx's idea of "false consciousness.". Towards the goal of establishing women as equals to men, liberal feminist

theories contend that obstacles to women's advancement in all spheres of social, economic, and political life must be removed, sex stereotypes must be abandoned, and policy changes must be made. As a result, it recognizes the institutions of society as they are while looking for ways to improve women's status by changing policies that increase their opportunities and lessen stereotypes and biases. Affirmative action and equal employment opportunity laws and management initiatives are examples of how this manifests itself in the context of employment relations (Kanter, 1983). No amount of reform, according to radical feminist theory, can alter the structures and behaviors that uphold the dominance of male interests and power. Consequently, it makes the case for new arrangements in which women would operate independently and found groups that engaged in communal leadership, flexible and adaptable work designs, and equitable income distribution (Calas and Smircich, 1996).

2.2.2.3.3 Postmodernist theories

The theories of postmodernism are difficult to categorize and encompass a wide range of social phenomena that extend beyond the workplace. Those who lean more extreme tend to detest classifications of any kind, criticizing theories and explanations that attempt to understand the world in terms of a single "rationale" or "systemized" set of understandings that, incidentally, include nearly all of the theories we have yet discussed. These kinds of theories contend that there are countless explanations practically, as many as there are people for why people give their daily experiences and lives a variety of "meanings," making it hard to accurately categorize or generalize social phenomena. This is because language or, as they put it, "discourse" reflects a wide range of presumptions, values, and ideas, which people use to construct the "truth" and "reality" of the world around them. Though they tend to think that some rationalities can be corralled and analyzed, more moderate postmodernist theories make a similar argument that our values and presumptions about reality and truth are problematic. Through this action, they recognize the potential existence of specific systems or types of systems. They are largely deferential to Marxism in that they emphasize the "systems" of domination in the organizational power distribution in capitalist societies (Derrida, 1978; Lyotard, 1986–87; Baudrillard, 1981).

The latter type of postmodernist theories argues that people's experiences of work and self-perception are shaped by discourse, based on a set of interconnected premises. The way certain discourses are constructed and incorporated into the language of business, labor, employment, and

so forth, draws workers into a set of meanings and understandings that serve to justify to them their unequal status within the industrial process, according to capitalist societies. The relationship between meaning and understanding and how individuals create their identities and ideas of work is said to be best illustrated by new human resource management approaches. It is asserted that these strategies have concentrated on creating cultures, symbols, and language to influence employees' attitudes and actions. At work, the only "legitimate" source of authority is management. Positive connotations of status and recognition are associated with concepts like cooperation and proven obedience to management, while negative connotations are associated with resistance to authority and ideas that support other sources, like trade unions.

It is argued that in this regard, politics, the media, religion, advertising, and education all play a supporting role in giving positive meanings to business rights and the unequal distribution of power and wealth that results from capitalist modes of economic organization. Simultaneously, there are negative connotations associated with any opposition to these rights and any substantive reforms that seek to question or normalize the current system. These meanings are said to be created by a pervasive set of ideas, values, and beliefs that are produced in language, meaning systems, and symbols that are manipulated and controlled by those who stand to gain the most from the current economic system: shareholders, business owners, media titans, corporate managers, business owners, politicians who support business, and the like. Workers have essentially come to "accept" the "truth" and "reality" of their enslavement to the extent that this is the case.

Postmodernism does not accept the idea that theories of employment relations that attempt to systematize or generalize workplace behavior such as case studies and general theories can explain workplace behavior. As a result, it regards these theories as nearly useless. It contends that instead because employee behavior is subjective and frequently contradictory, the focus of the analysis should be on how the individual establishes meanings through language use at work and how this influences the individual's behavior. Analysis of employment relations needs to address the subjective aspects of work, as well as how meanings are constructed from the surrounding language, symbols, rituals, and other aspects of the work environment.

As a final point before we wrap up this section, someone can adhere to a set of presumptions across two or more categories. However, to suggest such a thing to any considerable degree

would be to think in a very inconsistent manner. It is more common to find someone who fits into one or more of the three frames of reference and holds several assumptions. Employers, managers, and conservative political figures are often among those who support individualism in social and economic interactions because they typically subscribe to unitarist assumptions. As pluralists, collectivists are more likely to be found among labor politicians, employees, and trade union officials. They also tend to produce better social and economic results. Though more difficult to pinpoint, it is possible to speculate that the people who believe capitalism to be socially and economically divisive and exploitative are a small but powerful minority that supports the left wing of various labor movements across Europe. The tendency is to accept a Marxist understanding of workplace relations even within this grouping, though they do not necessarily support a Marxist (revolutionary) solution. One more differentiation is possible. It may reflect their idealism at that age, believing that everyone should work toward the common good, that younger managers tend to group around the unitarist frame of reference. A more skeptical view regarding the likelihood of overlapping interests between employers and employees results from older managers' tendency to group around the pluralist frame of reference. This is likely due to their greater life experience in the workforce.

2.2.3 Employee-manager relation process

To achieve the goal of customized and mutually beneficial relationships, applying employee-manager relations calls for procedures that provide operational measures. The first group explains candidate relationship management and the employee-manager relationship by concentrating only on recruiting. Therefore, an employee-manager relationship process has an educational opportunity when domains and characteristics are combined as categorization criteria. Based on their general responsibilities or goals, the three main components of the employee-manager relationship process can be divided into three categories (Strohmeier, 2013, p. 97).

1. *Collaborative processes*: refer to the exchange that takes place between the company and its workers regarding hiring, training, pay, and other matters. Things that are necessary to establish and preserve the desired relationships.
2. *Operational processes*: refer to all office-related tasks including hiring, training, paying, etc. as needed to achieve the concept's strategic goal. This approach's consistent focus on each employee sets it apart from current operational management relations activities. For

instance, in operational compensation, payroll processing shifts from computing the same salary components for every employee to computing distinct and even individual components.

3. *Analytical processes*: speak to the process of gathering, organizing, and delivering the comprehensive data needed to back up choices made in cooperative and operational employee-manager relationships. Important details should include past individual operations and collaborations, employee preferences, and realistic expectations for future operations and collaborations. The processes that involve employee-manager relations are, in short, made up of operational, analytical, and collaborative activities that take place within the context of a familiar yet consistently customized management relationship.

2.2.4 Importance of Employee-Manager Relation

Effective employee-manager relationships are essential for an organization to have because they allow employee relations to be personalized. An organization's ability to succeed is greatly influenced by its employees. Relationships between employees and managers foster loyalty, inspiration, and confidence within the company. Employers' contracts and employment relations are linked and made more congruent through psychological commitment. In addition, it strives for equity and guarantees that both corporate goals and worker requirements are met. The relationship between an employee and their manager helps the workforce accomplish company goals. To meet the information needs of employees, it also works to assist workers in achieving the tasks and goals assigned to them in their respective roles and assists in the creation of efficient channels and systems for communication(Vineet et al. 2013).

Employee performance, development, and growth are prioritized to give businesses a competitive edge. Instilling a sense of belongingness among employees facilitates the establishment of healthy working relationships, the administration of efficient human resource policies, and the improvement of working conditions. Together, they cultivate a sense of mutual responsibility that boosts staff morale, productivity, performance, and pride in the company. In addition to minimizing workplace conflict on an individual, intragroup, and intergroup team level, it is significant because it fosters and develops employer-employee relationships. Employee-manager relations help to ensure the highest level of mutual understanding and respect in the current situation, where respect and trust are decreasing everywhere (Vineet et al. 2013, p. [23]).

2.2.5 The Goals of Employee-Manager Relation

As stated on by Singh and Kumar (2011); the goal of the employee-manager relationship is to create successful, elite organizations by fostering relationships both within and between the workforce. There are a few standard employee relations procedures used by high-performing companies, but there is no one-size-fits-all simple DIY formula; instead, employee relations are at best an exact science. Performance gaps can also be attributed to easily identified organizational problems. As a result, employee relations work to instill traits that make an organization successful while also proactively raising awareness of organizational factors that may hinder performance. Fairness and making sure that both organizational goals and individual needs and aspirations are met should be the cornerstones of employee-manager relations and work conditions.

2.2.6 Components of Employee-manager relationships

2.6.2.1. Employee Perception of Manager

The way that an employee views their relationship with their manager plays a role in their overall well-being. When an employee doesn't have the social support and job security they need, it can lead to burnout (Ellis et al., 2019; Lai et al., 2016). A quality relationship can help meet these needs. Employees and managers have different relationships every day. However, on the days when employees felt that there was a good leader-member exchange, they reported feeling more related to their manager, as evidenced by their increased energy and decreased fatigue (Ellis et al., 2019). Employee well-being is positively impacted by how consistently they perceive high-quality leader-member exchange, as evidenced by their increased energy levels. Conversely, inconsistency can lead to elevated levels of worker exhaustion, escalated stress, and reduced worker involvement (Ellis et al., 2019). However, the LMX quality can be bivalent, meaning that the relationship can have both a good and a bad aspect.

2.6.2.2. Communication

Good communication between people is the foundation of any relationship. We are communicating by exchanging information. Four-fifths of a person's working life is thought to be spent communicating, according to Bendix (2004). To achieve a shared understanding and pursue a desired result, communication is an essential component of the employee-manager relationship.

Senders transmit messages to receivers, who then interpret and give the messages meaning. This process is known as communication. Next, the recipient can respond and convey their message. If the recipient interprets the message as having the same content as the sender intended, then the communication was effective. The intended meaning must thus be communicated. Bendix (2004), for example, states that communication is a tool for understanding others, persuading people to act and feel differently, and exchanging beliefs and behaviors.

Managers and employees must exchange information to coordinate efforts and carry out tasks. Communication is the transfer of information. Recipient knowledge, attitudes, or behaviors are modified or validated in a predefined way through the process of communication (Schwella, Bauer, Fox, and Muller, (1996). By exchanging symbols, participants in a communication process work together to create meaning Fielding (2006). According to Fielding (2006), these symbols can be nonverbal (gestures, facial expressions, posture, voice), verbal (spoken or written), or graphic (using tables, line graphs, bar graphs, and diagrams).

2.6.2.3. Trust

Trust is the cornerstone of relationships between individuals and between organizations as well as a critical component of social exchange theory. Reliability, equity, and kindness are the foundations of trust (Ketchen & Reimann, 2017; Saba & Tahir, 2017). According to Kac and Gorenak (2016), trust is defined as a person's willingness and confidence to rely on a partner; the degree of trust is influenced by reliance and disclosure. Employee acceptance of the manager's skills and abilities to lead, assign, and assist the staff is referred to as reliance.

The degree of disclosure is determined by the nature of the manager-employee relationship (Heyns, 2018). Consequently, trust plays a crucial role in the relationship that links trust and dependence. The parties are motivated to engage in a mutually beneficial exchange relationship by trust and dependence. Additionally, trust lessens uncertainty and permits people to take on risks (Park, Lee, & Lee, 2015). Workers are incentivized to participate in the organization's plans and daily tasks, and they are given the authority to make decisions (Morton, Michaelides, Roca, & Wagner, 2019). When a manager is seen by the staff as competent, dependable, informed, committed, and able to weigh the circumstances when making choices that could have an impact on the staff, the staff is more likely to trust their manager (Morton et al., 2019).

2.6.2.4. Support

Manager support is the ability of managers to work with the schedules and tasks of their staff members and to offer support that can help staff members manage and improve their work (T. Kim (2016); Mullins, Kim. It can play a significant role in organizational culture and affect how workers feel about the organization and behave (better retention, commitment, and productivity) (Saridakis et al. 2018,). Researchers are interested in manager support because it has been shown to affect employee and organizational performance (Wassem et al. 2019,). According to (He et al., 2011) it makes sense that manager support would have a big impact on the growth of organizational commitment proposed that organizational commitment demonstrates the organizational leadership quality.

2.6.2.5. Feedback

Feedback is crucial to building a positive working relationship between managers and employees, claims the Indeed Editorial Team (2022). Receiving feedback from managers can help staff members feel appreciated, which could lead to them performing better. Supervisors may schedule review meetings regularly or at key anniversaries. These kinds of opportunities enable managers to acknowledge the contributions of team members and include their opinions in pertinent projects. Positive reinforcement from managers can boost the confidence of team members who provide creative solutions to problems. Assuring that team members comprehend information precisely as you intend can also help to address miscommunication incidents.

2.2.7 Employee performance

Performance has various meanings, but the most accurate definition, according to Sturman and Park (2016), is when an employee's relevant actions are the goal of their performance. High employee satisfaction levels are necessary for institutions to perform well. Employees who strive to surpass job descriptions and instructions perform better overall. Rehman and companions, (2020) indicate that increased worker performance yields results that primarily include excellent output, commitment from employees, and employee correspondence. Performance is the outcome or impact of actions over a specific amount of time, according to Gentry and Shanock (2008). For the organization's overall strategy, evaluating an employee's productivity and competence is

essential. Regarding Arnolds and colleagues. (2010) says that productivity is the same as output rate and efficiency.

According to (Moletsane et al., 2019), the production of goods and services with the least amount of effort is referred to as productivity. Productivity was defined by Sturman and Park (2016) as an economic outcome per contribution element. According to the definitions given above, it is reasonable to assume that productivity refers to an employee's ongoing efforts to competently and sustainably convert inputs into outputs to meet organizational goals. Thus, an organization's productivity and success are correlated with employee performance (McLarty et al. (2021)). But how managers interact with their staff may have an impact on this (Sturman and Park, 2016).

Performance management of employees is largely handled through formal processes. Creating positive relationships with supervisors had a positive effect on job performance, according to research by Gentry and Shanock (2008). Understanding the importance of the connection between manager feedback, direction, guidance, and relevance in terms of effective performance is crucial, though (Dau-Schmidt and Ray, 2003). Jane together with others. 2009 characterizes the manager's function in boosting output as an underappreciated phenomenon. It's common knowledge that corporate managers' reputations occasionally experience ups and downs. One way to define leadership styles is as a means of inspiring others, giving instructions, and carrying out plans. An autocrat, for instance, restricts staff members, reserves the right to make personal decisions, and prioritizes organizational objectives over staff input. According to (Baloyi et al. (2014)), this causes employees to lose motivation and trust.

Yang and others. (2016) contend that subpar leadership exhibited by autocratic leaders is associated with subpar worker performance. This is because these leaders are autonomous decision-makers who are unable to motivate staff to deliver the results that are expected (Tsitmideli et al. 2016,). A democratic leadership style emphasizes interpersonal relationships and teamwork, with the leader taking a more people-oriented approach. Goal-setting and problem-solving are encouraged to be done by individuals and groups, and this strategy has the advantage of increasing productivity (Baloyi et al. (2014)). The leader who adopts a participative style evaluates issues and suggestions independently before bringing them to the team's action plan. Although the leader accepts feedback, he or she has the final say (Arnolds et al. 2010,). In a transactional leadership style, a leader prioritizes first-order adjustments and routine management,

such as active and passive oversight and conditional rewards for subordinates who reach objectives (Mafini, 2014). Finally, the transformative style suggests that a leader is a change agent. Their influence is greater in companies where environmental uncertainty is moderate to high (Gok et al. (2015)).

Due to their requirement to collaborate effectively not only with superiors but also with subordinates within the organizational hierarchy, managers hold a unique position, according to Tangirala and Ramanujam (2012). Accordingly, maintaining positive working relationships with others may prevent or at least lessen the likelihood of a derailment (Tangirala and Ramanujam, 2012). Task and relationship behaviors are two essential behaviors for a manager to possess, according to Gentry and Shanock (2008). Achievement of goals is the result of task behaviors, whereas comfort regarding the circumstances and those involved is provided by relationship behaviors, also known as consideration (Gentry & Shanock, 2008). In keeping with Shahzad et al. (2012), Chang and Chen (2011), and Tangirala and Ramanujam (2012) have demonstrated the significance of establishing a sense of comfort for individuals. In terms of relationship behaviors, this means showing warmth and support to subordinates (Chang & Chen, 2011). The idea that making people feel comfortable has also been promoted as having a positive impact on goal-setting, workplace attitudes, and managerial well-being. Tangirala and Ramanujam (2012), for instance, discovered that managers who wished to establish better social relationships, show compassion even in stressful situations, and be conscious of their influence on subordinates had to make sure people felt comfortable.

Numerous competencies are involved in relationship management. These include fostering the necessary reactions from others, assessing and influencing others, and possessing critical interpersonal skills (Shahzad et al. (2012)). Successful relationship building is a sign of a manager who is doing their job well because it presents a picture of more accomplished people (Shahzad et al.). (2012)). Persuasion, response elaboration, and feeling others' emotions are critical skills. Supervisors, managers, and front-line operations managers need to possess this skill. Additionally, according to Gentry and Shanock (2008), it is now a prerequisite for effective leadership. Good communication allows for the sharing of sensitive information, enhanced listening abilities, enjoyable knowledge exchanges, and remaining open-minded. According to Tsitmideli et al., more workers would prefer to work with managers who have strong

communication skills in relationship management. 2016,). Being skilled in handling conflicts is another way that relationship management is improved. Furthermore, empathy is necessary in diplomatic settings, when interacting with individuals from diverse backgrounds, and in persuasive conversations (Shahzad et al. (2012)).

Leaders transmit energy through empathetic, more contagious, and positive displays of emotion. High performance is indicated by a culture that is helpful and supportive (Tsitmideli et al. 2016,). Due to the constantly shifting trends brought about by globalization and the altered business environment, building relationships within organizations requires effective change management. In order to attain the objective of enhanced productivity and performance from subordinates, managers' ability to initiate change and build relationships is crucial (Hatch and Zilber, 2011). Accordingly, Hatch and Zilber (2011) conclude that there is a substantial positive correlation between relationship management and employee performance. As a result, it's thought that relationship management and worker performance are related.

To prevent low employee performance, managers need to be aware of the factors that lead to it. Poor performance is linked to low morale among employees, claim Sturman and Park (2016). Additionally, a worker who is not as motivated lacks the creativity, inventiveness, and drive to take ownership of their work. Employee performance is affected by this deficiency in motivation. Furthermore, individuals who lack clarity regarding their roles and objectives often find it difficult to engage in the performance process (Pothos et al., (2014)).

An additional reason for poor employee performance may be their ignorance, incapacity, or lack of skills (Pothos et al., (2014)). Such discrepancies in their workers' performance ought to be visible to managers, who should then devise plans that suit them (Rehman et al., (2020)). Furthermore, weak team dynamics can result in subpar employee performance if successful teams are not formed (Noe et al. (2017)). In line with Maddux (2016) and Raub et al. Managers of today must be capable of creating teams by 2021. For a department or the entire company to succeed, employees must be able to work both individually and as a team. Establishing a cohesive team that is driven to achieve shared objectives requires managers to take a methodical approach to leadership and foster a positive outlook. Employers with these skills will witness improved performance from their staff members as well as a more productive and efficient work environment (Raub et al. 20, 2021).

Additionally, Noe et al. made a significant point. (2017), who observed that different employee outputs connected to productivity are impacted by how staff members view their manager. It goes on to say that a good manager-employee relationship is strongly associated with motivation, whereas a bad relationship is associated with employee stress. Results from Sturman and Park (2016) showed that an important factor in deciding whether future performance will be developed is the employee's perception of fairness during the first year of the relationship between the manager and the employee. According to the findings, employee perceptions of their managers have an impact on their performance. Thus, one of the main factors influencing the prediction of job performance is how employees see their relationship with the manager. Furthermore, the manager must guarantee that the work completed by staff members effectively contributes to the organization. According to Timkulu et al., (2014)) managers are also not performing their duties if employees are not performing theirs.

Research has shown that various forms of social support can alleviate workplace stress, allowing workers to more effectively manage job requirements and enhance job output. Shuck and others. (2011) have noted the social support networks connected to the workplace and how they influence work-related well-being, including performance and job satisfaction. According to Hammig (2017), there exists a positive correlation between job performance and perceived support from managers. According to Livari and Huisman (2001) and Tangirala & Ramanujam (2012), organizations can enhance their ability to respond to unforeseen circumstances, prevent errors, and continuously improve processes by encouraging employees to honestly communicate their opinions and concerns to higher-ups.

As such, it is imperative to promote employee consultation concerning constructive suggestions and worries about work-related matters concerning their supervisors (Tangirala and Ramanujam, 2012). A viewpoint that stresses the importance of the manager's role in promoting consultation is highlighted by Livari and Huisman (2001). Managers who actively seek out employee engagement and are receptive to suggestions are thought to have higher levels of employee engagement (Livari & Huisman, 2001; Yukl, 2008). Furthermore, participative leadership behaviors are more likely to be used by workers who feel competent at work on their own (Drury, 2008). According to Dau-Schmidt and Ray (2003), there is a possibility that managers'

consultation could enhance employees' sense of influence when they develop work self-efficacy or the belief that they are in control and capable of performing their jobs well.

Since most people work in the organizations where they are employed, conflict management is also vital. Employee performance may suffer as a result of certain challenges if they have negative attitudes toward their current workplace (Baloyi et al., (2014)). According to Azman et al., there may be minimal participation in group work due to conflicts with other staff members, and employees may arrive late to avoid congregating with one another. (2009). Employees who exhibit disarray and frustration also increase the likelihood that other team members will perceive them as incapable of doing their fair share of the work or as unwilling to do so. That's why a manager needs to be prepared to manage conflicts equitably and fairly.

A manager should collaborate closely with staff members. Because of this, workers can derive the majority of their motivation from their manager. Thus, manager behavior affects organizational culture and consequently, subordinate performance, claim Livari and Huisman (2001). Given the diversity of backgrounds from which people come, critical thinking is crucial. This is due to the need to respect each person for who they are as "humans," as well as their cultural traditions. Considering that protocols need to be followed, for instance, everyone can't work on the same routine as everyone else. Thus, it would be ideal to always advocate for a flexible leadership style (Drury, 2008; Raub et al. (2021).

Alavi and companions. Recognizing the influence of various leadership behaviors on task performance, task satisfaction, and overall productivity of a subordinate, (2005) examined how these behaviors affected subordinate performance. Since there is a relationship that is necessary for both the manager and the subordinate to function, it is important to maintain a positive rapport between them (Mafini, 2014). Workers experience a strong sense of influence when they feel heard and valued at work. Alternatively, they perceive low influence when they feel underappreciated and that significant decision-makers do not value their work (Drury, 2008). When it comes to feeling like they are making a difference at work, employees' perceptions of being paid attention to by higher-level managers within the organization and/or their interactions with them can be important factors (Livari and Huisman, 2001).

Productivity and performance are further enhanced by employee recognition and awards. Rewards are the advantages of finishing a task, rendering a service, or meeting a commitment, according to Edirisooriya (2014). Wages and salaries are not the only incentives offered by many companies; earning more money is the main reason to work. According to Teesema et al., these packages frequently include bonuses, stock options, profit sharing, health insurance, assigned cars, favorable loans, subsidized lunches, and pension plans. in 2013). There are two categories of rewards that are available: extrinsic and intrinsic rewards. Usually, material or monetary rewards are considered extrinsic. According to Tessema et al., intrinsic rewards. (2013), which are a natural part of the work and are relished by the person after finishing the process of reaching their objective.

2.2.8 Employee-Manager Relations and Employee Performance

As mentioned by Armstrong (2009), improved morale and commitment, increased productivity, and a decrease in grievances are some of the value-added outcomes that can come from positive employee relations. The most successful employee relations strategies, according to Itika (2011), will be ones that are not only legitimate and well-liked by staff members but also support corporate strategy and structure, have line management's support, and are adaptable enough to change with the ever-changing business environment. Business strategy influences both the interpersonal relationships among employees and the relationship between the employee and management. Employee voice holds significant value in this relationship. Employer and employee rights in the employment relationship are outlined by Foot and Hook (2008). In this sense, the employer has the authority to monitor employee performance, incorporate them into the administrative framework and organizational structure, foster an atmosphere of mutual trust and confidence, and provide them with enough reasonable work.

Employee morale was high in their companies, and they tended to agree that management had a good attitude toward the employees, which in turn meant that the employees liked working for the company and were happy with their current jobs, according to research by Ghebregiorgis and Karsten (2007). This is because managers recognize the work that their employees do, and the employee grievance procedure meets the needs of employees. Furthermore, they claimed that their employment effectively utilized their talents. To achieve organizational goals and objectives to the greatest extent possible, it thus seemed that management was effectively employing the

human resources that were already in place and had the necessary experiences, skills, and abilities. Employees expressed confidence in management and stated that managers worked hard to achieve organizational goals, as well as the effectiveness with which their respective companies achieved their goals.

Additionally, the report stated that supervisors acknowledged workers' contributions and that the grievance procedure sufficiently safeguarded workers' rights. Employers and employees can mutually increase their commitment to the success of the company by involving workers, according to Monnappa (2008), among other benefits. Lawler et al. lends credence to this argument. (2003) further states that participation boosts commitment and that it gives a feeling of ownership and dedication to the decisions as well as the organization. Furthermore, workers may consider employee involvement to be a positive, optional benefit. In addition, staff engagement enhances work while also enhancing organizational operations and results. According to Stone (2005), the focus of work organization that has been argued to positively affect employee and firm performance is employee participation systems, internal labor markets that offer an opportunity for employees to advance within a firm, and team-based production systems.

2.2.9 Employee perception of manager and employee performance

According to the leader-member exchange (LMX) theory, the nature of social exchanges between leaders and followers shapes their relationships, and the effectiveness of these exchanges can affect employee outcomes in a workplace (Graen & Uhl-Bien, 1995; Liden et al., 1997). Humor can play a role in these interactions, and followers' opinions of their leaders can be influenced by the frequency and kind of humor that leaders display (Hughes & Avey, 2009; Wisse & Rietzschel, 2014).

Surveys asking employees to rate their supervisors on a range of dimensions have been used to investigate the relationship between a sense of humor and perceived leadership qualities. In a study involving 290 employees, Wayne Decker (1987) discovered that those who thought their supervisors had a strong sense of humor also felt more satisfied with their jobs and thought these supervisors had more positive leadership traits overall than those who thought their supervisors had a poor sense of humor. Similar findings were made by Robert Priest and Jordan Swain (2002), who discovered that military cadets associated a colder, ineffective, and mean-spirited

humor style with leaders they felt were bad or ineffective, and a warmer, more competent, and benign humor style with leaders they felt were good or effective.

These situationists contend that leadership is just a label applied to behavior and not a workable scientific concept. The only things that matter are people's perceptions of and responses to leaders (Calder 1977). People believe that the leader is responsible for behaviors and actions because they have an innate need to explain the things that happen to them. Leadership, then, is a perception problem, an illusion, where people assume that observed behavior causes behavior. People tend to associate a leader with attributes when they are aware of the outcome.

2.2.10 Employee-manager communication and employee performance

Clear job requirements, effective communication, and enough resources to complete the work can all improve the employee-manager relationship (Ellis et al., 2019; Lai et al., 2016). Additionally, setting a good example, involving staff members in task assignments, offering helpful criticism, and encouraging a collaborative work atmosphere (Shmailan, 2016; Zhou et al., 2018). Determining an employee's strengths and career goals depends heavily on the employee-manager relationship (Tegan, 2020). The manager can guide the workers by giving them feedback and giving them the freedom to accomplish their objectives. Establishing reward programs that are meaningful and helpful to all employees requires open communication and an understanding of their needs (Tegan, 2020). These factors also help to align employee expectations with those of the organization. According to Shmailan (2016), the company's employee engagement strategy should guarantee that managers receive enough training and have a unified approach to hiring and onboarding new hires.

2.2.11 Trust and Employee Performance

As per Salmon and Robinson (2008), the key to establishing and maintaining a trusting environment is to grant employees and teams flexibility, reward, autonomy, and recognition. Employee responses to broader organizational conditions and initiatives to foster a culture of trust are also important. Therefore, to foster an environment of trust that can result in productive work, managers' and employees' actions must be constructive in raising the organization's level of trust and helping people understand what factors contribute to trust.

Relationships and tasks bear the value of trust. Positive performance effects will result from this being effectively ensured. Performance within the organization will suffer, though, if there is a lack of trust. Trust is essential in all areas of social life, according to Gibbons (2004). Bharadwaj and Matsuno (2006) found that friendship binds and facilitates bargaining and negotiations, while Kelman (2005) suggests that it even resolves international political conflicts by lowering transaction costs in interfirm exchanges. Making investments is influenced by trust as well. Assuring parties that there won't be any abuse of bargaining power, or trust, according to Lorenz (Lorenz 1988), fosters effective asset investment. Further empirical research has looked at how trust primarily affects a range of dependent variables, such as organizational citizenship behaviors (e.g. G. efforts (e.g., McAllister, 1995; Podsakoff, MacKenzie, Moorman, and Fetter, 1990; Robinson, 1996), etc. G. conflict (e.g., Williams & Karau, 1991). G. communications (e.g., Ferrin & Shah, 1997). G., Roberts & O'Reilly, 1974; O'Reilly and Roberts, 1959; Mellinger, 1959), judgment (e.g. G. In addition, group performance (e.g., Zand, 1972). G. Friedlander (1970) and Klimoski and Karol (1976)).

2.2.12 Support and Employee Performance

Because they have job autonomy, management support, and an organizational culture that encourages individuals to influence the work environment and be resilient, frontline employees who have access to job, personal, and organizational resources can deal with stressful work situations (Lee, Patterson, & Ngo, 2017). An empowering manager's backing is essential for worker morale, drive, and output. According to Zhou, Ma, and Dong (2018), workers who perceive that their manager is reliable, valued, and well-respected are more likely to exhibit positive behavior at work, improve customer service, and refrain from engaging in any deviant behavior that could harm the company. This leads to an increase in work engagement, productivity, and customer satisfaction (Lee et al., 2017). The manager exhibited both supportive and unsupportive manager behavior, according to Teoh et al. (2016). When managers support their staff by attending to their personal and professional needs, it's known as supportive manager behavior. In return, staff members show their appreciation by being actively involved in the company.

Strengthening, empowering, connecting, and inspiring are the four essential leadership behaviors that Rahmadani, Schaufeli, Stouten, Zhang, and Zulkarnain (2020) identified as motivating and

supporting employees' needs. These leadership styles support workers' autonomy, meaningfulness, competencies, and sense of belonging (Rahmadani, Schaufeli, Stouten, Zhang, & Zulkarnain, 2020). Negative reciprocity among employees can result from an abusive and deviant management style, which is referred to as nonsupportive manager behavior. Positive emotional expression is one way that managers can handle employee relationships (Islam & Tariq, 2018; Wu & Wu, 2019). Offering constructive feedback and showing support to an employee can lead to their reciprocation in the form of increased engagement and job satisfaction, which in turn can lead to a higher level of commitment to the work and the organization (Islam & Tariq, 2018; Rozman, Shmeleva, & Tomic, 2019; Teoh et al., 2016; Wu & Wu, 2019). By assigning resources and giving workers constant attention, managers can foster proactive employee relationships (Islam & Tariq, 2018; Matthews, 2018; Pedler & Hsu, 2019).

2.2.13 Feedback and employee performance

Contemporary establishments utilize an extensive array of incentive programs to foster worker productivity and advancement opportunities (Prendergast, 1999). In the workplace, giving feedback to motivate staff to perform better is a standard management practice (Murphy and Cleveland, 1991). Previous studies have additionally indicated that performance reviews are essential for employee motivation (Prewitt, 2007). Although improving performance is the main objective of these evaluations, it's commonly believed that accurate feedback is more effective. However, as Longenecker, Sims, and Gioia (1987) point out, managers are more focused on how to financially reward and motivate their staff members than they are on the accuracy of performance reviews.

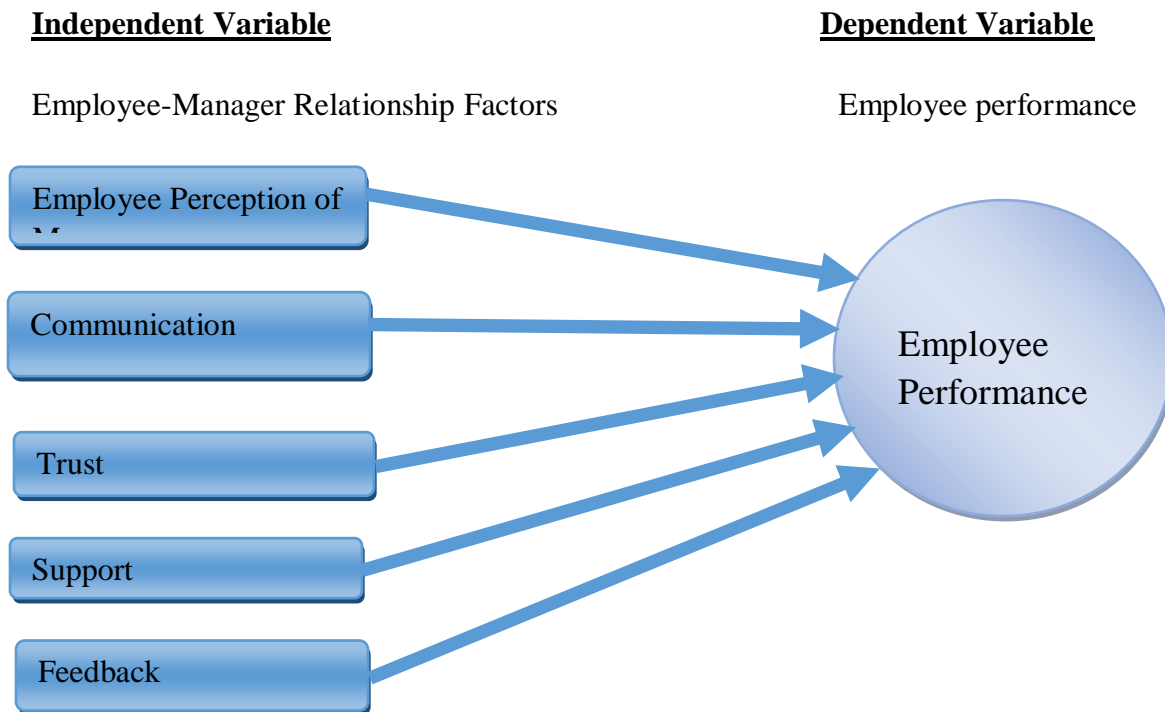
2.2.14 Summary of Reviewed Literature

The review of the literature backs up the idea that managers and staff should have a good working relationship to maximize productivity and job performance. It bolsters the need to determine whether this is happening in the current business environment, more so when considering developing nations like Ethiopia. To provide suggestions for fostering a positive working relationship between employees and managers, this paper seeks to ascertain the relationship between employees and managers within an organization and its impact on employee performance.

2.3 Conceptual Framework

A conceptual framework is a hypothesized model that uses diagrams to show the relationships between variables. This makes it easier to see suggested relationships and determine their importance (Mugenda, 2008). It provided a clear picture of the study's variables, their results, effects, and changes. It made the topic clear and concise for the reader to grasp. This conceptual framework illuminates the central idea of the entire investigation and clarifies the topic. A better understanding of the mechanisms through which the precursors of employee-manager relationships are connected to employees' employee's performance would be provided by this model. The research investigates how employee-manager relationships influence employee performance. It proposes that the relationship directly impacts employee performance. This means that positive employee-manager relationships make employees feel empowered and committed, leading them to perform well. The study emphasizes the importance of understanding these connections to improve employee performance through good employee-manager relationships.

Figure 2.1: Conceptual framework of the study



Source: Developed by the researcher from reviewed literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methods and processes employed to conduct the study are described in this chapter. The study design, data type, data source, target population, sampling size, sampling technique, method of collecting, and analysis are covered in this chapter.

3.2 Study design

The descriptive research design is used in this investigation. A descriptive research design is determined to be the most appropriate design, as the primary goal of this study is to establish a cause-and-effect relationship between employee-manager relationship factors and employee performance. The study also aims to identify which aspects of employee-relationship dynamics have a significant impact on workers' performance. According to Dawson and Bob (2006), a descriptive study design is used to determine how events occur and which ones influence outcomes.

3.3 Data type and source

The research used both primary and secondary sources. Primary data is collected through questionnaires which are to get first-hand information, and the secondary data on the other hand was collected from books, magazines, different reports, and other related materials.

3.4 Target Population

The target population is comprised of employees of Ethiopian Airlines Group. Per the organization database, there are around 17,000 permanent and outsourced employees. Out of the total 17,000 employees, 36% are women and 64% are men. The organization has 16 divisions and seven business units: Ethiopian International Passenger Services, Ethiopian Express Domestic, Ethiopian Cargo, Ethiopian MRO, Ethiopian Aviation University, Ethiopian Catering, and Ethiopian Ground Handling. The researcher employed simple random sampling techniques.

3.5 Sample Size

For a quantitative study, the sample size is determined using a single population formula by considering the proportion of customers. The study allows the error of sampling at 0.05. Since the total number of employees was 17,000 the researcher used Taro Yamane 's (1973) simplified formula and table to calculate sample size.

$$n = N/1+N(e)^2$$

Where, n = sample size

N = Population size

Therefore, $n = 17000/1+17000(0.05)^2 = 391$

3.6 Sampling techniques

The study employed simple random sampling which is appropriate for selecting samples from the population. Simple random sampling is a technique in which a researcher selects a random subset of people from a larger group or population. Simple random sampling ensures that every individual in the population has an equal opportunity to be included in the sample. This reduces the likelihood of selection bias and produces unbiased estimates of population parameters. When the sample is randomly selected, it is more likely to reflect the characteristics of the population as a whole. This enhances the generalizability of research findings to the larger population. Therefore, the sample was randomly selected from each business unit since the population is relatively homogeneous, and there are no significant subpopulations.

3.7 Methods of data collection

The primary data was collected using a questionnaire, with only a closed-ended questionnaire distributed to some of the organization's randomly selected employees. The secondary data was gathered by reviewing previous research on related topics, as well as various related publication documents such as books, journals, reports, and websites.

3.8 Methods of data analysis

The data from primary sources were analyzed for this study using the Statistical Package for Social Science (SPSS) version 26. The study utilized both descriptive and inferential statistics, specifically utilizing mean, standard deviation, percentage, frequency, correlation, and multiple regression analysis. The researcher developed hypotheses and made decisions based on the findings of the data analysis method. The main data analysis techniques applied in this specific study are explained in detail in the section that follows.

3.8.1. Descriptive statistics

To display an overview of a sample and its response rate for every item, descriptive statistics were used. Descriptive statistics condense large datasets into manageable summaries, providing an overview of the data's key characteristics. This makes it easier for researchers to identify patterns, trends, and relationships within the data. Descriptive statistics often form the basis for data visualization techniques like histograms, scatterplots, and box plots. These visualizations help researchers communicate the data's key features and relationships in a visually appealing and accessible way. Therefore, standard deviation values, mean, frequency, and percentage are among the fundamental descriptive statistical tools that the researcher employed. Demographic factors like age, gender, education level, work experience, and employment group of respondents were measured by the researcher using descriptive statistics. We were able to obtain valuable information for additional research by utilizing the conclusions drawn from calculating the descriptive statistics mean.

3.8.2. Correlation Analysis

According to Creswell (2012), a correlation design is one in which researchers use correlational statistics to characterize and quantify the degree of association (or relationship) between two or more variables or sets of scores. The data analysis section includes a summary of the correlation analysis. The correlation coefficient was used to examine the strength of a relationship between two or more variables, which was measured by Pearson's correlation coefficient (r).

3.8.3. Multiple Regression Analysis

When a single dependent variable is thought to be a function of two or more independent variables, multiple regression analysis is employed by the researcher. This approach was determined to be more appropriate since the study's goal was to look into how employee-manager relationships affected worker performance. Multiple linear regression analysis was used, and the results were interpreted after the study tested for classical linear regression model assumptions such as autocorrelations, multicollinearity, normality, and linearity. The model satisfied all of these assumptions. The data analysis section discusses the findings of this study's multiple linear regression analysis.

Using SPSS Software version 26.0, the data were statistically examined. The impact of independent variables on dependent variables was thus investigated by the researcher using multiple regression analysis. To determine the independent variable employee-manager relationship factors (employee perception of the manager, communication, trust, support, and feedback) and the dependent variable (employee performance), the study used multiple linear regression. The multiple linear regression equation below was used in the research.

3.8.4. Model Specification

The model specification in a research study defines the mathematical framework and statistical techniques used to analyze the data and test the hypotheses. It outlines the specific variables, relationships, and statistical methods employed in the study. Thus, the model specified for this study is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where,

- **Y**= Dependent variable(Employee Performance)
- **X**=Independent variable(Employee-Manager Relationship components; where, X1=Employee perception of the managers, X2=Communication, X3=Trust, X4=Support and X5=Feedback)
- **β_0** = Constant coefficient
- **β_1** = Unstandardized regression coefficient of employee perception of the managers

- β_2 = Unstandardized regression coefficient of communication
- β_3 = Unstandardized regression coefficient of trust
- β_4 = Unstandardized regression coefficient of support
- β_5 = Unstandardized regression coefficient of feedback
- ε = error term

3.9 Reliability

To ascertain the average correlation or internal consistency of the survey instrument's items, Cronbach's alpha was used to test the data from the pilot study. This facilitates evaluating and enhancing the reliability of variables obtained from summated scales (Cronbach, 1951). Using the Cronbach's alpha coefficient, which has a range of 0 to 1, data reliability was assessed (Sekaran, 2006). According to Klein and Ford (2009), the scales are considered reliable if the actual Cronbach coefficient value is greater than 0.7. Using Cronbach alpha as a general rule of thumb is a widely recognized method of characterizing internal consistency. The following table 3.1 shows the decision-making scale for the Cronbach alpha coefficient.

Table 3.1

Decision rule for Cronbach alpha value

Cronbach alpha	Internal consistency
$\alpha < 0.5$	Unacceptable
$0.5 \leq \alpha < 0.6$	Poor
$0.6 \leq \alpha < 0.7$	Acceptable
$0.7 \leq \alpha < 0.9$	Good
$\alpha \geq 0.9$	Excellent

Source: (Klein & Ford, 2003).

All of the variables' Cronbach alpha values were greater than 0.7. The following Table 3.2 provides a summary of Cronbach's alpha value for this study variable.

Table 3.2

Cronbach alpha value of the study variables

<u>Reliability Statistics</u>		
Variables	Cronbach's Alpha	N of Items
Employee perception of the managers	0.82	7
Communication	0.783	6
Trust	0.669	5
Support	0.822	5
Feedback	0.852	5
Employee Performance	0.778	8
Over All	0.944	36

Source: (SPSS Output Own Survey Result, 2024)

Table 3.2 indicates the reliability of 43 items is critical in determining the effect of the employee-manager relationship on employee performance. The Cronbach's alpha for all items of the study variable was greater than 0.7 except for the independent variable trust and the data imply that questionnaire statements were understandable, reliable, and clear for respondents, and therefore they were used to measure the relationship of variables.

3.10 Ethical Consideration

Because of ethical concerns, great care was taken to prevent plagiarism, and quotations and paraphrases were added to the text only after careful consideration. Care was taken to ensure that the data gathered remained unique and to steer clear of generalizations that might have an impact on the outcomes. McNamara (2001) identifies the sponsor, purpose of the study, anonymity and confidentiality, no harm to respondents, voluntary participation, analysis, and reporting as ethical issues in research. The respondent's information was handled in confidence and utilized exclusively for the study. Before the questionnaires were distributed, the proper authorization was formally requested. A proper communication strategy and study explanation were then implemented to provide a brief overview of the study's significance and goal. The original

response from the target respondents was coded and entered into the study's result, and at the end, a report detailing the analysis of actual data collected from the sample respondents was completed.

CHAPTER FOUR

Results and Discussions

4. Introduction

This chapter presents an analysis and presentation of empirical data obtained via structured questionnaires. For data analysis in this study, SPSS version 29.0 of the Statistical Package for Social Science was utilized. In data analysis, three methods are employed: multiple regression analysis, correlational analysis, and descriptive analysis. The overall characteristics of the respondents were summed up using descriptive analysis, and the dependent variable (employee performance) was tested for correlation with the independent variables (employees' perception of manager, communication, trust, support, and feedback) that were suggested. The purpose of the correlational analysis was to determine whether a dependent variable and independent variables had a tiny, moderate, or strong positive or negative relationship. Furthermore included in the chapter were results of hypothesis testing, a discussion of the findings, and results.

4.1 Response Rate

To conduct the study, 391 Ethiopian Airlines Group employees were given questionnaires to complete, which were then distributed to employees across the company's various business units. A total of 367 correctly completed and returned questionnaires were distributed, yielding a response rate of 93.9% for the entire question. According to Mugenda (2008), a response rate of 50% is considered adequate, 60% and higher is good, and 70% or higher is very good. Additionally, Kothari (2004) states that a response rate of 50% is deemed average, 60–70% is deemed adequate, and anything higher than 70% is deemed excellent. Consequently, the response rate of 93.9% is very good. The strategies used in the questionnaire's administration, which included several points of contact and follow-up phone calls and, email reminders were credited with the high response rate. Table 4.1 presents the response rate and data-clearing summary.

Table 4.1

Questionnaire response rate

Returned	Not Returned	Total
367(93.9%)	24(6.1%)	100%

Source: (Own survey result, 2024)

4.2 Descriptive Analysis

Statistical tools such as mean, standard deviation, frequency, and percentage were used in conjunction with descriptive statistics to gauge the participants' responses. The Linkert scale, which includes a scale of (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree, was used to measure all questionnaires, except demographic data.

4.2.1 Demography of the Respondents

The demographic information provides a profile of the respondents, allowing the researcher to assess the representativeness of the sample and consider the potential influence of demographic factors on the study findings. The representativeness of the sample determines the generalizability of the findings to the wider population. Therefore, the first part of the questionnaire of this study consists of the demographic characteristics of the respondents. Accordingly, the following variables: age, gender, education level, employment group, and years of service of the respondents were summarized and measured in the following tables:

Table 4.2

Frequency table for respondent's gender

Gender	Frequency	Percent
Male	237	64.6
Female	130	35.4
Total	367	100

Source: (SPSS Output Own Survey Result, 2024)

As can be seen from the summary of the above table, 237 or 64.6% of the respondents were male, and 130, or 35.4% were female. Table 4.2 displays the responses that respondents gave to questions that reflect their demographic data. It can be determined from the gender distribution data that there was a gender balance in the questionnaire distribution. Since there was diversity among the respondents and a higher proportion of male respondents than female respondents, it is unlikely that the data collection process will be influenced by variables related to gender distribution.

Table 4.3

Frequency table for respondent's age category

Age	Frequency	Percent
18-30	185	50.4
31-40	147	40.1
41-50	20	5.4
51 & Above	15	4.1
Total	367	100

Source: (SPSS Output Own Survey Result, 2024)

Participants in the study came from all age groups, and the sample respondents' age distribution was uniform. 185 (50.4%) of the respondents were between the ages of 18 and 30, 147 (40.1%) were between the ages of 31 and 40, 20 (5.4%) were in the 41–50 age range, and the remaining respondents, who were 51 years of age and older, were 15 (4.1%). This suggests that workers are capable of providing accurate data, enhancing the study's caliber.

Table 4.4

Frequency table for respondent's Education qualification

Education qualification	Frequency	Percent
High school diploma	2	0.5
Bachelor's degree	272	74.1
Master's degree & Above	93	25.3
Total	367	100

Source: (SPSS Output Own Survey Result, 2024)

Based on descriptive statistics regarding the respondents' educational backgrounds, it was found that the majority of respondents (272) 74.1% of all respondents had bachelor's degrees. In contrast, 93 (25.3%) respondents said they had master's degrees or above, and the remaining 2 (0.5%) respondents only had a high school education. This suggests that the respondents possess the necessary foundational knowledge and reading comprehension to comprehend the questionnaires they were asked to complete and to provide accurate answers.

Table 4.5

Respondent's employment group

Employment Group	Frequency	Percent
Non-Management	367	100

Source: (SPSS Output Own Survey Result, 2024)

In this study, all of the respondents were non-management employees.

Table 4.6

Frequency of respondent's service year in the company

Service Year	Frequency	Percent
0-5 Years	93	25.3
5-10 Years	211	57.5
10-20 Years	44	12
20 Years and Above	19	5.2
Total	367	100

Source: (SPSS Output Own Survey Result, 2024)

According to the data provided in Table 4.6 above, the majority of respondents 211 (57.5%) have worked at the company for 5-10 years. Additionally, 93 (25.3%) have been with the company for 0-5 years, 44 (12.0%) have been with the company for 10-20 years, and the remaining 19 (5.2%) have worked there for over 20 years. This suggests that the majority of respondents have significant experience and can offer valuable insights into employee-manager relationships and their effect on employee performance.

4.3 Descriptive statistics for variables and their measurement

The researcher summarized the response agreement with its mean value and standard deviations. The following descriptive analysis describes how respondents gave their answers and agreed with each study variable. By descriptive statistical results, a specific summary, interpretation, and comparison of the result was carried out to assign meaning to statistical figures. The mean and standard derivation values were utilized to infer specific meanings from the responses supplied by respondents. A standardized rule of thumb for mean and standard deviation measurements was used to draw specific conclusions, and conclusions regarding mean and standard deviation values were then drawn.

On the Likert scale, measurement 3 is used to determine the average value of the scale. A mean value above this value indicates agreement with the statement or variable, and a value below it indicates disagreement with the statement or variable. Wegner (2012) explained measuring standard deviation, which was deduced to mean that standard deviations of less than or equal to

one indicate agreement with the given question or variable and also suggest that most responses are gathered around the mean value.

Table 4.7

Decision Rule to Interpret the Mean Scores

Likert scale categories	Mean score	Interpretation of the statement
1	1.00 - 1.50	Strongly disagree
2	1.50 – 2.50	Disagree
3	2.50 - 3.50	Agree
4	3.50 – 4.00	Strongly Agree

Source: (Neumann et al., 2021)

Table 4.8

Descriptive Statistics result about employee perception of the manager

Statements	N	Mean	Std. Deviation
I feel that my manager has the expertise and abilities to help me hit performance goals and succeed.	367	3.6	0.936
I feel respected by my manager	367	3.67	0.924
My managers handle disagreements professionally	367	3.34	1.053
My manager has the expertise and ability to help me and the team succeed	367	3.61	0.879
My manager makes consistently effective decisions	367	3.2	0.92
My manager manages the team with a positive and healthy attitude	367	3.22	0.984
I believe that my perception of my manager has an impact on my relationship with my manager	367	3.93	0.797
Valid N (listwise)	367		
Grand Value		3.51	0.93

Source: (SPSS Output Own Survey Result, 2024)

Among statements about employees' perceptions of their managers, "I believe that my perception of my manager has an impact on my relationship with my manager" has the highest mean value (mean=3.93, SD=0.797), indicating that respondents were more in agreement about the influence of perception on relationships with their managers. The second-ranked statement is "I feel respected by my manager," with a mean score of (3.67) and a standard deviation of (0.924). The statement, "My manager has the expertise and ability to help me and the team succeed," has a mean value of (3.61) and SD (0.879), placing it in the third rank. With a mean value of (3.60) and SD (0.936), the statement "I feel that my manager has the expertise and abilities to help me hit performance goals and succeed" ranked fourth. The statement, "My managers handle disagreements professionally," has a mean value of (3.34) and SD (1.053) in the fifth rank. With a mean value of (3.22) and SD (0.984), the statement "My manager manages the team with a positive and healthy attitude" came in sixth place. Finally, with a mean value of (3.20) and SD (0.920), the statement "My manager makes consistently effective decisions" ranked seventh, suggesting that respondents to this study were less in agreement with managers' decision-making consistency.

The study's grand mean (3.51) suggests that participants agreed on the influence of employees' perceptions on employee-manager relationships. Additionally, the standard deviation of the total response for this statement is (0.93), indicating a high degree of consistency among the participants.

Table 4.9*Descriptive statistics result in communication*

Statements	N	Mean	Std. Deviation
My manager effectively communicates job expectations and provides clear guidance	367	3.47	0.855
My manager effectively communicates the information I need to understand	367	3.59	0.804
My manager explains how the organization's plan affects me	367	3.29	0.885
My manager communicates about changes to company policies or benefits	367	3.38	1.012
I believe communication has an impact on my relationship with my manager	367	4.23	0.723
I can express my ideas on performance appraisal meetings, and it is a two-way communication.	367	3.36	1.12
Valid N (listwise)	367		
Grand Value		3.55	0.9

Source: (SPSS Output Own Survey Result, 2024)

Among statements about the communication between employees and managers, "I believe communication has an impact on my relationship with my manager " has the highest mean value (mean=4.23, SD=0.723), indicating that respondents were more in agreement about the influence of communication on relationships with their managers. The second-ranked statement is "My manager effectively communicates the information I need to understand" with a mean score of (3.59) and a standard deviation of (0.804). The statement, "My manager effectively communicates job expectations and provides clear guidance" has a mean value of (3.47) and SD (0.855), placing it in the third rank. With a mean value of (3.38) and SD (1.012), the statement " My manager communicates about changes to company policies or benefits " ranked fourth. The statement, " I can express my ideas on performance appraisal meetings, and it is a two-way communication" has a mean value of (3.36) and SD (1.120) in the fifth rank. Finally, with a mean value of (3.29) and SD (0.885), the statement " My manager explains how the organization's plan affects me " ranked

sixth, suggesting that respondents to this study were less in agreement with managers' communication about the organization's plan that affects the employee.

The study's grand mean in Table 4.8 above, (3.55) suggests that participants agreed on the influence of communication on employee-manager relationships. In addition to that the standard deviation of the total response for this statement is (0.90), indicating a high degree of steadiness among the participants.

Table 4.10

Descriptive statistics result in trust

Statements	N	Mean	Std. Deviation
I feel that my manager trusts my judgment and decision-making abilities	367	3.54	0.835
My manager creates a trusting and open environment	367	3.4	0.969
My manager is responsive to my ideas, requests, and suggestions	367	3.47	0.832
My Manager trusts me even if I commit an error in doing my job	367	2.99	1.016
I believe that trust has an impact on my relationship with my manager	367	4.11	0.784
Valid N (listwise)	367		
Grand Value		3.5	0.887

Source: (SPSS Output Own Survey Result, 2024)

Among the trust statements, "I believe that trust has an impact on my relationship with my manager" has the highest mean value (mean=4.11, SD=0.784), indicating that respondents were more in agreement about the influence of trust on relationships with their managers. The second-ranked statement is "I feel that my manager trusts my judgment and decision-making abilities" with a mean score of (3.54) and a standard deviation of (0.835). The statement, " My manager is responsive to my ideas, requests, and suggestions" has a mean value of (3.47) and SD (0.832),

placing it in the third rank. With a mean value of (3.40) and SD (0.969), the statement "My manager creates a trusting and open environment" ranked fourth. Finally, with a mean value of (2.99) and SD (1.016), the statement " My manager trusts me even if I commit an error in doing my job" ranked fifth, suggesting that respondents to this study were less in agreement with managers' trust of their subordinates when they commit an error while performing their job.

The study's grand mean in Table 4.9 above, (3.50) suggests that participants agreed on the influence of trust on employee-manager relationships. In addition to that the standard deviation of the total response for this statement is (0.887), indicating a high degree of consistency among the participants.

Table 4.11

Descriptive statistics result about support

Statements	N	Mean	Std. Deviation
I feel supported by my manager	367	3.37	0.908
My manager set fair deadlines to complete tasks	367	3.54	0.77
My manager helps me to develop my skills and career	367	3.31	0.939
My manager advocates for my professional growth within the organization	367	3.21	0.985
My manager cares about my well-being	365	3.28	0.964
Valid N (listwise)	365		
Grand Value		3.34	0.913

Source: (SPSS Output Own Survey Result, 2024)

Among the support statements, "My manager set fair deadlines to complete tasks" has the highest mean value (mean=3.54, SD=0.77), indicating that respondents were more in agreement about the influence of support on relationships with their managers. The second-ranked statement is "I feel supported by my manager" with a mean score of (3.37) and a standard deviation of (0.908). The

statement, "My manager helps me to develop my skills and career" has a mean value of (3.31) and SD (0.939), placing it in the third rank. With a mean value of (3.28) and SD (0.964), the statement "My manager cares about my well-being" ranked fourth. Finally, with a mean value of (3.21) and SD (0.985), the statement "My manager advocates for my professional growth within the organization" ranked fifth, suggesting that respondents to this study were less in agreement with managers' support towards their subordinated professional growth within the organization.

The study's grand mean in Table 4.10 above, (3.34) suggests that participants agreed on the influence of manager's support on employee-manager relationships. In addition to that the standard deviation of the total response for this statement is (0.913), indicating a high degree of consistency among the participants.

Table 4.12

Descriptive statistics result about feedback

Statements	N	Mean	Std. Deviation
I regularly receive constructive feedback from my manager	367	3.09	0.926
I am satisfied with the direct feedback I got from my manager	367	3.29	0.957
I get recognition from my manager when I do a good job	367	3.28	1.057
I am comfortable in providing feedback to my manager	367	3.23	0.991
The feedback from my manager helps me to improve my performance	367	3.71	0.823
Valid N (listwise)	367		
Grand Value		3.35	0.95

Source: (SPSS Output Own Survey Result, 2024)

Among the feedback statements, "The feedback from my manager helps me to improve my performance" has the highest mean value (mean=3.71, SD=0.823), indicating that respondents were more in agreement about the influence of feedback on relationships with their managers and performance. The second-ranked statement is "I am satisfied with the direct feedback I got from

my manager" with a mean score of (3.29) and a standard deviation of (0.957). The statement, "I get recognition from my manager when I do a good job" has a mean value of (3.28) and SD (1.057), placing it in the third rank. With a mean value of (3.23) and SD (0.991), the statement "I am comfortable in providing feedback to my manager" ranked fourth. Finally, with a mean value of (3.09) and SD (0.926), the statement "I regularly receive constructive feedback from my manager" ranked fifth, suggesting that respondents to this study were less in agreement with regular and constructive feedback from their managers.

The study's grand mean in Table 4.11 above, (3.35) suggests that participants agreed on the influence of manager's feedback on employee-manager relationships. In addition to that the standard deviation of the total response for this statement is (0.95), indicating a high degree of consistency among the participants.

Table 4.13*Descriptive statistics result about employee’s performance*

Statements	N	Mean	Std. Deviation
I am motivated to perform well in my role	367	3.67	0.957
My Manager assesses my performance based on my actual performance.	367	3.19	1.044
Most of the performance measurement standards are objectives and free from subjectivity and error.	367	2.87	1.041
My perception of my manager has an impact on my performance.	367	3.78	0.837
The communication with my manager has an impact on my performance.	367	3.88	0.911
My manager’s level of trust in me has an impact on my performance.	367	4.01	0.798
The support from my manager is important in my job performance.	367	3.91	0.834
Feedback from my manager has an impact on my performance.	367	4.01	0.86
Valid N (listwise)	367		
Grand Value		3.67	0.91

Source: (SPSS Output Own Survey Result, 2024)

The mean value for the statement; “Feedback from my manager has an impact on my performance” and the statement “My manager’s level of trust in me has an impact on my performance” have the highest mean value among employee performance statements with (mean=4.01, SD=0.860) and (mean=4.01, SD=0.798) respectively and it can be inferred participants have strongly agreed that feedback and trust lead to improved employee’s performance. On the other hand, respondents relatively showed less agreement for the statements; “My Manager assesses my performance based on my actual performance”(mean=3.19,

SD=0.1.044) and for the statement; “Most of the performance measurement standards are objectives and free from subjectivity and error” (mean=2.87, SD=0.1.041) implying that respondents don’t strongly agree with the manager’s performance evaluation based on actual data and objectivity and error-free performance assessment.

Employee performance has a grand mean value of (3.67), indicating that participants strongly agree with performance statements. The grand standard deviation for this variable is (0.91), meaning that responses are consistent and concentrated around the mean value.

4.4 Comparison of descriptive analysis of employee-manager relationships components

The researcher compared the grand mean and standard deviations of each independent variable's descriptive analysis results to comprehend the participant response to each component of the employee-manager relationship. The sample group's average level of agreement or disagreement with the various statements regarding the employee-manager relationship and employee performance is indicated by the mean, while the standard deviation describes how the respondents deviate from the mean value. A higher standard deviation indicates a lack of consistency in the responses, while a lower value suggests a high level of consistency.

Table 4.14

Summary of grand mean and standard deviation score for employee-manager relationship components and employee’s performance

Variables	N	Mean	Std. Deviation	Mean Order
Employees Performance	367	3.67	0.91	
Communication	367	3.55	0.90	1 st
Employee perception of managers	367	3.51	0.93	2 nd
Trust	367	3.50	0.88	3 rd
Feedback	367	3.35	0.95	4 th
Support	367	3.34	0.91	5 th

Source: (SPSS Output Own Survey Result, 2024)

The dependent variable, employee performance, has a mean value of (3.67), according to the summary of descriptive statistical results, indicating that participants strongly agreed with the statement of employee performance. Speaking of independent variables, the mean value of communication is the highest (3.55), suggesting that most respondents agreed with the issues raised regarding communication and its impact on employees' performance. The mean value of employee perception of their managers (3 points 51) is the second largest (3.51), suggesting that employees of the Ethiopian Airlines Group believe that their manager is the factor that influences their performance. On the other hand, the mean (3.50) of trust was ranked on the third rank, indicating that respondents are more likely to agree with the statements of trust than the feedback and support variables.

The feedback variable has a grand mean value of (3.35) and is ranked fourth, indicating that study participants agreed with its statements rather than those in support. Of all the independent variables in this study, the mean value of support is the lowest at (3.34), indicating that participants agreed with the variable's statements less than they did with other aspects of the employee-manager relationship. It can be deduced that respondents have indicated their agreement with the variable statements since the mean value of every construct is higher than the average measurement on the Likert scale.

Employee performance, the dependent variable, has a computed standard deviation of (0.91). Each independent variable's standard deviation is ranked from highest to lowest as follows: trust (0.88), communication (0.90), support (0.91), employee perception of this/her manager (0.93), and feedback (0.95). All variable statements received consistent replies from respondents, and since each variable's standard deviation is less than one, it can be said that participant response is highly consistent and doesn't vary from the mean value. These numbers show that most respondents came to a consensus on options and that there was less deviation from the consensus choice.

4.5 Inferential statistics

This part discussed the results of inferential statistics and the section presented Pearson's correlation, classical linear regression assumptions tests, and regression analysis to assess the relationship between employee-manager relationship components and employee performance.

4.6.1 Correlation Analysis

4.5.1.1 Pearson correlation coefficient

If two variables have a linear relationship, it can be determined using the Pearson correlation coefficient (r). Zinkund (2010) states that the correlation coefficient is a statistical metric used to assess the relationship between two values. The direction and strength of a linear relationship between two variables are described by correlation analysis, according to Pallant (2010). In this analysis, the relationship between the independent and dependent variables has been determined using the Bivariate Pearson Product-Moment Coefficient (r). The degree to which the independent variable (employee-manager relationship) and the dependent variable (employee performance) are correlated is ascertained by correlation analysis in this study.

It is important to pay attention to the probability (p) value in the analysis. The independent variable does not affect the dependent variable if $p > 0.05$. According to Pallant (2010), a dependent variable is influenced by the independent variable if $p < 0.05$. Additionally, a value ranging from -1 to 1 points is used by the test to indicate the strength of the relationship between the variables; a value of 0 denotes no relationship, a value of -1 denotes a negative correlation, and a value of +1 denotes a perfect positive correlation (Pallant, 2010). The following guidelines are applied for the remainder of the study: moderate correlation, which spans from 0.49 points; strong correlation, which spans from 0 to 1; and low correlation, which ranges from 0 to 0.29 points (Pallant, 2010). The correlation analysis of the study variables is established in Table 4.15.

Table 4.15***Pearson Correlation Matrix for the components of Employee-Manager Relationships and Employee performance***

Correlations						
	Employee perception of the manager	Communication	Trust	Support	Feedback	Employee Performance
Employee perception of the manager	1					
Communication	.701**	1				
Trust	.606**	.610**	1			
Support	.728**	.679**	.607**	1		
Feedback	.661**	.655**	.649**	.799**	1	
Employee Performance	.597**	.508**	.450**	.556**	.622**	1
**Correlation is significant at the 0.01 level (2-tailed). Sample size 367						

Source: (SPSS Output Own Survey Result, 2024)

All independent variables have relationships with other independent variables, as Table 4.15 shows. The independent variables' correlation coefficient should be less than 0.9, according to Bryman and Bell (2011). This is because two independent variables that exhibit a strong correlation that is, a correlation coefficient larger than 0.9 must be combined into a single variable since it is presumed that they measure nearly the same thing. Based on the study's findings, each of the listed independent variables has the potential to measure or have an impact on the dependent variable independently because all of the correlation coefficients for the inter-independent variables are less than 0.9.

With a correlation coefficient of $r = 0.597$, the analysis shows a positive relationship between employee performance and the predictor variable of employee perception of the manager. The Sig. (2-tailed) coefficient is 0.000, which is less than 0.05, indicating a strong positive correlation between worker performance and worker perception of the manager. Similarly, there is a positive correlation ($r = 0.508$) between employee performance and the independent variable of

communication. There is a significant positive correlation between employee performance and communication because the Sig. (2-tailed) value is 0.000, which is less than 0.05.

The predictor variable of trust has a positive correlation with the employee's performance, as indicated by a correlation coefficient of $r = 0.450$. Employee performance and trust have a strong positive relationship, as evidenced by the Sig. (2-tailed) coefficient of 0.000, which is less than 0.05.

A correlation coefficient of $r = 0.556$ and Sig. (2-tailed) value of 0.000 indicates a positive relationship between the employee's performance and the predictor variable of support. A Sig. (2-tailed) value of 0.000 is less than 0.05 which indicates a strong positive correlation between support and employee performance.

Employee performance and feedback are positively correlated, as shown by the correlation between the two variables in Table 4.14 above, with a correlation coefficient of $r = 0.622$. The two variables have a strong positive relationship, with employee performance being the dependent variable and feedback being the independent variable, according to the Sig. (2-tailed) value of 0.000, which is less than 0.05.

According to Table 4.15 above, all independent variables and the dependent variable have a strong positive correlation with a correlation coefficient of $r > 0.5$ and with Sig. (2-tailed) of 0.000 which is < 0.05 , except for trust, which has a correlation coefficient of $r = 0.45$. Employee perception of the manager is the second most positively correlated variable with employee performance, with a correlation coefficient of $r = 0.597$, followed by support, with a correlation coefficient of $r = 0.556$, which implies a strong positive correlation with employee performance. These findings are consistent with the overall correlation analysis results. Feedback is the variable that has the strongest positive correlation with employee performance, with a correlation coefficient of $r = 0.622$. Having a strong positive correlation with employee performance, communication was the fourth-rated variable, with a correlation coefficient of $r = 0.508$. Although trust has the lowest correlation coefficient ($r = 0.450$), there is still evidence of a positive relationship between trust and worker performance.

Table 4.16

Pearson Correlation between Employee-Manager Relationship and Employee Performance

		Employee Performance
Average of Employee-Manager relationship components	Pearson Correlation	.642**
	Sig. (2-tailed)	0
	N	367

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

Source: (SPSS Output Own Survey Result, 2024)

In addition to showing co-correlations between employee performance and the five indicators of the employee-manager relationship components, Table 4.17 also shows the Pearson correlation between all statements of the employee-manager relationship and statements of employee performance. Findings at a correlation coefficient of $r = 0.642$ and Sig. (2-tailed) = 0.000 suggests that employee performance and the employee-manager relationship are strongly positively correlated. Coetzee (2009) states that a stronger linear relationship would result from accounting for the correlation between the dependent variable (employee performance) and the independent variable (employee-manager relationship). The higher the degree of correlation, the stronger the linear relationship between them would be.

4.6.2 Classical Linear Regression Assumptions Tests

4.5.2.1 Test for autocorrelation assumption

The autocorrelation assumption tests whether or not the values of the residuals are independent and requires observations or individual data points to be independent from one another (or uncorrelated). The assumption is tested using the Durbin-Watson statistic that appears in the model summary table, this statistic can vary from 0 to 4, and for the assumption to be met; the Durbin-Watson statistic value must be close to 2. Durbin-Watson statistic value for this study is indicated in table 4.17, which is 2.180 and it is close to 2, indicating that the assumption is satisfied.

Table 4.17

Test of autocorrelation

<u>Model Summary</u>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.670 ^a	0.449	0.442	0.428	2.18

a. Predictors: (Constant), Feedback, Trust, Communication, Employee perception of the manager, Support

b. Dependent Variable: Employee Performance

Source: (SPSS Output Own Survey Result, 2024)

4.5.2.2 Normality test

Descriptive statistics were created to assess the normality of the data, and the data's skewness and Kurtosis were used to make this determination. For psychometric purposes, skewness and kurtosis values between -2 and +2 are acceptable, even though a normal distribution has both skewness and kurtosis values equal to zero (Field, 2009; Malhotra, 2008). (George and Mallery, 2010; Khan, 2015). Table 4.15 shows that the data is reasonably normal and that the fundamental premise of parametric testing is satisfied because the values of skewness and kurtosis are within the admissible range of -2 to +2.

Table 4.18

Normality Test with Skewness and Kurtosis

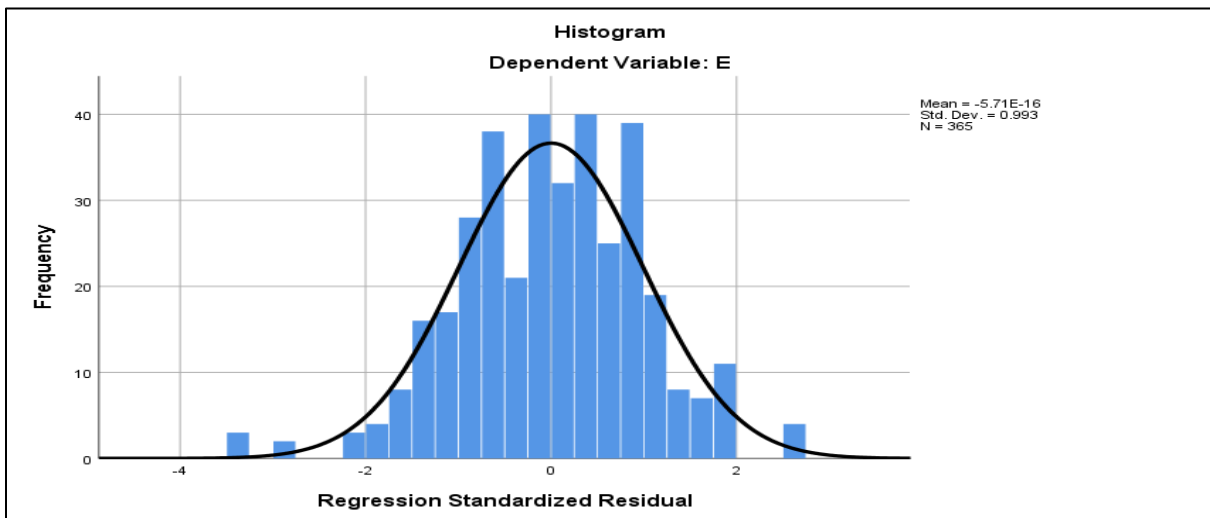
	<u>N</u>	<u>Skewness</u>		<u>Kurtosis</u>	
	<u>Statistic</u>	<u>Statistic</u>	<u>Std. Error</u>	<u>Statistic</u>	<u>Std. Error</u>
Employee perception of the manager	367	-0.5	0.127	0.973	0.254
Communication	367	-0.515	0.127	0.467	0.254
Trust	367	-0.603	0.127	0.764	0.254
Support	367	-0.056	0.127	-0.079	0.254
Feedback	367	-0.013	0.127	-0.228	0.254
Employee Performance	367	-0.667	0.127	1.952	0.254

Source: (SPSS Output Own Survey Result, 2024)

A normal distribution, according to Krithikadatta (2014), has a bell-shaped curve that is symmetric and has equal or near-equal means, medians, and modes. As a result, the underlying frequency distribution is depicted in Figure 4.1 below. Its bell-shaped curve suggests that the data are normally distributed and that conclusions drawn about the population parameters based on sample statistics are generally reliable.

Figure 4.1

Residual Distribution Histogram



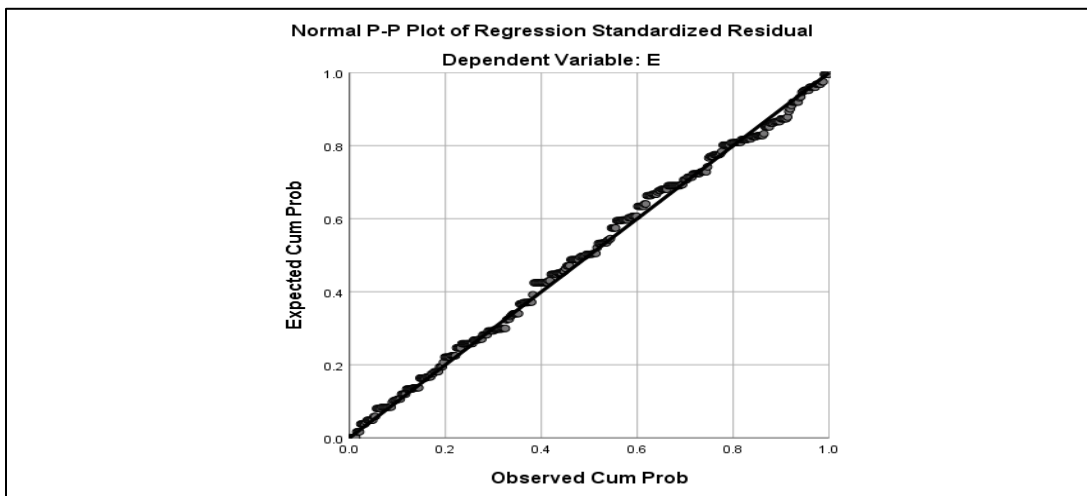
Source: (SPSS Output Own Survey Result, 2024)

4.5.1.2.1. Normal P-P plot

In addition, the normality of the data was tested using a normal probability plot (NPP), which revealed roughly a straight line, indicating that the variables of interest are normally distributed. The p-p plot line in Figure 4.2 is nearly straight.

Figure 4.2

Normal P-P plot of regression



Source: (SPSS Output Own Survey Result, 2024)

4.6.3 Regression Analysis

The results of multiple regressions are presented in this section. According to Hair et al. (2007), for analyzing the relationship between one dependent variable (the criterion) and multiple independent variables (the predictors), multiple regression analysis, a type of general linear modeling, is a suitable statistical method. Multiple regression analyses were performed in this study to investigate the relationship between the dependent variable (employee performance) and the independent variable such as employee perceptions of the manager, communication, trust, support, and feedback.

4.5.3.1 Multiple regression Model summary analysis

Table 4.19

Results of multiple regressions Analysis between the combined effect of Employee-Manager Relationship components and Employees' Performance.

<u>Model Summary</u>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.670 ^a	0.449	0.442	0.428	2.18

a. Predictors: (Constant), feedback, trust, communication, employee perception of the managers, support

b. Dependent Variable: Employee performance

Source: (SPSS Output Own Survey Result, 2024)

The coefficient of determination, or R-squared, is a frequently used statistic to assess model fit, per Table 4.19. The percentage of the dependent variable's variance that can be separately or jointly explained by the independent variables is known as the adjusted R² or coefficient of multiple determinations. According to Ghizali (2013), the coefficient of determination quantifies the extent to which the dependent variable's variation can be explained by the regression model. The ability of the independent variables to predict the dependent variables is indicated by how close the R² value is to 1. According to the analysis in Table 4. 19 above, the predictor variables' combined effects may account for 45% of the changes in employee performance variables, or the employee-manager relationship's components may account for 45% of the variation in employee performance. The remaining antecedent, or 55% of the variation, is likely to be explained by other exogenous variables or external factors that are not included in this study.

Based on Table 4.18's model summary, the value R= (.670^a) is the multiple correlation coefficients that show the relationship between the dependent variable (employee performance) and the independent variables (employee perception of the managers, communication, trust, support, and feedback). Given the theoretical and logical justification, the model's positive and significant

value suggests that the model is significant. The variation between the R-square and adjusted R-square values in this study (.449-.442=.007) is roughly 0.7 percent, meaning that if the sample-derived model were applied to the population and the variance was only 0.7%, it would explain 44.2% of the variation.

his model summary's standard error estimates, which display the model's multiple correlation variability, are 0.428. In summary, the employee-manager relationship components have an impact on the model's fitness to explain employee performance if the model is statistically significant or if the p-value is less than 0.05. An indicator of autocorrelation in the residuals from a statistical regression analysis is the Durbin-Watson statistic.

4.5.3.2 Analysis of Variance (ANOVA)

Table 4.20

Analysis of variance results of the regression analysis between employee performance and employee-manager relationship components.

<u>ANOVA^a</u>						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	53.853	5	10.771	58.9	.000 ^b
1	Residual	66.013	361	0.183		
	Total	119.866	366			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Feedback, Trust, Communication, Employee perception of the managers, Support.

Source: (SPSS Output Own Survey Result, 2024)

The statistical significance of the overall model results in predicting the outcome variable is determined by the analysis of variance. The relationship between the dependent and independent variables of the study is taken into consideration when describing the analysis of variance (ANOVA) of the regression analysis result. The regression sum of squares (TSS-RSS=119.866 - 66.013=53.853) is the difference between the total sum of squares and the residual sum of

squares. There is a degree of freedom value for every item in the first column (regression, residual, and total). The total degree of freedom is calculated as follows: $df = 367 - 1 = 366$, which is the total number of independent variables. The regression degree of freedom for the aforementioned table is five (5). 361 degrees of freedom ($=366-5$) make up the residual sum of squares, also referred to as the sum square error. The mean square of the residuals is .183 ($=66.013/361$), while the mean square of the regression model is 10.771 ($53.853/5$). F-ratio measures how the model has improved the prediction of the dependent variable, which is computed by dividing mean square regression for mean square residual that resulted in 58.900 ($10.771/.183$).

The overall analysis of variance (ANOVA) results for the regression coefficient showed that $F=58.900$, $P\text{-value} = 0.000b$. Given that the P value of 0.00 is less than 0.05 and the results support this conclusion, the regression model is a good fit for the data analysis since it statistically and significantly predicts the outcome variable. This suggests that there is a strong positive correlation between Ethiopian Airlines Group employees' performance and the employee-manager relationship factors (communication, trust, support, and feedback) as perceived by the employees.

4.5.3.3 Test of Significance

A summary of the regression analysis coefficients is provided in Table 4.20, which indicates which variables are significant predictors of the dependent variable when considered separately. value along with β -value and t-statistics. Therefore if the t-test associated with a β -value is significant (if the value in the column labeled sig. when the predictor's contribution to the model is less than 0.05). The regression coefficient β indicates how much the dependent variable's outcome changes when the independent (predictor) variable changes by one unit when all other variables stay constant. As a result, if a predictor significantly influences the outcome, its β -value is never zero. The significant (sig), t-test (t), and beta (β) values. the study's value is shown in Table 4.21 which follows.

Table 4.21

Regression Analysis of Coefficient

Model		<u>Unstandardized</u> <u>Coefficients</u>		<u>Standardized</u> <u>Coefficients</u>	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	0.15		10.891	0.000
	Employee perception of the managers	0.291	0.057	0.327	5.14	0.000
	Communication	0.032	0.055	0.035	2.583	0.014
	Trust	0.029	0.054	0.030	3.542	0.011
	Support	0.013	0.060	0.016	4.213	0.000
	Feedback	0.314	0.053	0.415	5.908	0.000

Source: (SPSS Output Own Survey Result, 2024)

Table 4.20 above displays the standard errors associated with each beta value, which indicate the degree to which these values would fluctuate amongst samples. These standard errors are employed to ascertain whether or not beta values deviate significantly from zero. A significant value (p or sig) is found in the t-test related to the beta value. value, which for all independent variables (apart from conflict management) is less than 0.05, and it suggests that the predictor is significantly influencing the model.

The relationship between the coefficient and general assumption shows that the smaller the "sig.", the higher the value of "t" which suggests a higher contribution from that predictor, and vice versa. The following sums up the study's value: employees' perceptions of the managers (t= 5.140, p = .000), communication (t=2.583, p= (0.14), trust (t=3.542, p=. 011); support (t=4.213, p=. 000) as well as feedback (p=t=5.908). 00 000). Thus, investigating the sig. result based on the values of the independent variables, the researcher concluded that every predictor variable had a statistically significant impact on the outcome variable, which is the performance of the employees.

4.5.3.3.1 Un-Standardized and Standardized Beta Coefficient

When all other variables stay constant, the regression's beta value, which can be either standardized or unstandardized indicates the contribution of a single independent variable. When comparing the contributions of individual independent variables to one another is necessary, the standardized beta value is employed; for the dependent variable, the unstandardized beta value is used to indicate the contributions of each independent variable.

The regression coefficient analysis yielded a value for β that deviates from zero, indicating that the predictor variables play a significant role in predicting employee performance. The contribution of all independent variables is examined as follows: employees' manager perception (β_1) = 327, communication (β_2) = 035, the trust coefficient (β_3) = 030, support (β_4) = 016 and feedback (β_5) = 415. To ascertain whether or not the β -value deviates significantly from zero, table 4.20 displays the standard errors that correspond with each of these beta values. These errors show the degree to which these values would fluctuate across various samples.

4.5.3.3.2 Optimal Regression Coefficients

It can be seen from Table 4.20 above that there is a positive coefficient, indicating that when the values of the independent variables rise, so does the predicted value of the dependent variable. Every time an independent variable increases, employee performance is found to be positively impacted by the employee-manager relationship, as evidenced by the positive partial regression coefficients for each of the five model predictors.

When all other factors are held constant, it was shown that when employee perception of the managers increases by one unit, employee performance increases by 0.291. Under the same conditions, an increase of one unit in communication results in a 0.032 performance gain for the employee, and an increase of one unit in trust results in a 0.029 performance gain for the employee. When all other factors are held constant, an increase of one unit in support results in a performance increase of 0.013 for the employee, and an increase of one unit in feedback results in a performance increase of 0.314 for the employee.

Thus the optimal regression equation is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where,

- **Y**= Dependent variable(Employee Performance)
- **X**=Independent variable(Employee-Manager Relationship components; where, X1=Employee perception of the managers, X2=Communication, X3=Trust, X4=Support and X5=Feedback)
- **β_0** = Constant coefficient
- **β_1** = Unstandardized regression coefficient of employee perception of the managers
- **β_2** = Unstandardized regression coefficient of communication
- **β_3** = Unstandardized regression coefficient of trust
- **β_4** = Unstandardized regression coefficient of support
- **β_5** = Unstandardized regression coefficient of feedback
- **ϵ** = error term

Based on the result of the regression coefficient above, the linear equation is formulated as follows;

$$Y = 1.636 + 0.291X_1 + 0.032X_2 + 0.029X_3 + 0.013X_4 + 0.314X_5$$

With a standardized beta value of 0.415, feedback has the highest impact on employees' performance when compared to the other independent variables. The second variable that has a high level of impact on employees' performance is employee perception of the managers, with a standardized beta value of 0.327. Communication, trust, and support follow closely behind with standardized beta values of 0.035, 0.030, and 0.016, respectively with positions three, four, and five, in that order.

Interpretation

- Holding other variables constant, it is predicted that a one standard deviation increase in the standardized employee-manager relationship effect (feedback) will lead to a 0.415 standard deviation increase in standardized employee performance.
- Assuming all other variables remain constant, an increase of one standard deviation in the standardized employee-manager relationship effect (employee perception of the manager) is expected to lead to an increase of 0.327 in standardized employee performance.

- A one standard deviation increase in standardized employee-manager relationship effect(communication) is predicted to result in a 0.035 standard deviation increase in standardized employee performance holding other variables constant.
- It is predicted that, while holding other variables constant, a one standard deviation increase in the standardized employee-manager relationship effect (trust) will lead to a 0.030 standard deviation increase in standardized employee performance.
- When all other factors are held constant, it is predicted that a one standard deviation increase in the standardized employee-manager relationship effect (support) will lead to a 0.016 standard deviation increase in the standardized employee's performance.

4.5.3.4 Tests for Multi-collinearity

Table 4.22

Tolerance test

Model	<u>Coefficients</u>	
	<u>Collinearity Statistics</u>	
	Tolerance	VIF
Employee perception of the managers	0.376	2.66
Communication	0.415	2.409
Trust	0.499	2.002
Support	0.284	3.516
Feedback	0.31	3.229

a. Dependent Variable: Employee Performance

Source: (SPSS Output Own Survey Result, 2024)

A tolerance test was also used in the study; tolerance is the percentage of a variable's variability that cannot be explained by its linear relationships with the other independent variables in the model. There are 0 to 1 tolerance levels. When the tolerance value is zero, the variable exhibits high multi-collinearity with other independent variables, leading to instability in the beta

coefficients. According to Gujarati (2004), multi-collinearity is a sign of a linear relationship between the independent variables. In line with Ringle et al. (2015) indicates that tolerance values above 0.2 and VIF values below 5 are acceptable, indicating the absence of multi-collinearity among the independent variables.

Table 4.22 above illustrates that the variance inflation factor's value ranges from 2.002 to 3.229, while the tolerance values of each independent variable range from 0.284 to 0.415. As a result, the tolerance value is less than 1 and the VIF value is less than 5, suggesting that there is no multi-collinearity issue with the variables in the study for this model.

4.6 Hypotheses Testing Result

Testing hypotheses aims to ascertain the probability that a population parameter, like the mean, is accurate. Null (H_0) and alternative (H_a) are the two possible outcomes. Since it is assumed that the null hypothesis is false, the researcher investigates the likelihood that the value stated therein is true. Statements that contain ideas that directly contradict a null hypothesis are known as alternative hypotheses (H_a).

The significant value (sig.), also referred to as the p-value is used to determine whether to reject or not to reject the (null) hypothesis. The smaller the p-value, the more likely it is to reject the null hypothesis because it represents the likelihood that the correlation is one by chance. According to Pallant (2016), the general rule is to reject the null hypothesis when $p < 0.05$ and fail to reject it when $p > 0.05$. The p-value and beta values for each independent variable were taken into consideration when making decisions for this study, which employed the results of multiple linear regression analysis and Pearson correlation to test the impact of independent variables on dependent variables. Table 4.23 below presents a summary of the hypothesis test.

Table 4.23

Summary of hypothesis test

Research Objective	Research Hypothesis	Type of Tests	Decision and Testing Criteria's	Test Results & Interpretation
To assess the effect of employee-management relationships on employee performance in the Ethiopian Airlines Group	<p>Ho₁: Employee-manager Relationship has no significant positive effect on employee performance in Ethiopian Airlines Group.</p> <p>Ha₁: Employee-manager relationship has a significant positive effect on employee performance in Ethiopian Airlines Group</p>	Pearson correlation and Linear regression analysis	If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.	sig=0.000, P<0.05 reject the null hypothesis and fail to reject the alternative hypothesis
To examine the effect of employee perception of managers on employees' performance in Ethiopian Airlines Group.	<p>Ho₂: Employee perception of managers has no significant positive effect on employee performance in Ethiopian Airlines Group.</p> <p>Ha₂: Employee perception of managers has a significant positive effect on employee performance in Ethiopian Airlines Group.</p>	Pearson correlation and Linear regression analysis	If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.	sig=0.000, P<0.05 reject the null hypothesis and fail to reject the alternative hypothesis
To investigate the effect of communication on employees' performance in Ethiopian Airlines Group.	<p>Ho₃: Communication has no significant positive effect on employee performance in Ethiopian Airlines Group.</p> <p>Ha₃: Communication has a significant positive effect on employee performance in Ethiopian Airlines Group</p>	Pearson correlation and Linear regression analysis	If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.	sig=0.014, P>0.05 reject the null hypothesis and fail to reject the alternative hypothesis.

<p>To investigate the effect of trust on employees' performance in Ethiopian Airlines Group</p>	<p>Ho₄: Trust has no significant positive effect on employee performance in Ethiopian Airlines Group. Ha₄: Trust has a significant positive effect on employee performance in Ethiopian Airlines Group.</p>	<p>Pearson correlation and Linear regression analysis</p>	<p>If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.</p>	<p>sig=0.011, P<0.05 reject the null hypothesis and fail to reject the alternative hypothesis</p>
<p>To determine the effect of manager's support on employees' performance in the Ethiopian Airlines Group</p>	<p>Ho₅: Support has no significant positive effect on employee performance in the Ethiopian Airlines Group. Ha₅: Support has a significant positive effect on employee performance in Ethiopian Airlines Group.</p>	<p>Pearson correlation and Linear regression analysis</p>	<p>If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.</p>	<p>sig=0.000, P<0.05 reject the null hypothesis and fail to reject the alternative hypothesis</p>
<p>To examine the effect of feedback on employees' performance in the Ethiopian Airlines Group.</p>	<p>Ho₆: Feedback has no significant positive effect on employee performance in the Ethiopian Airlines Group. Ha₆: Feedback has a significant positive effect on employee performance in Ethiopian Airlines Group.</p>	<p>Pearson correlation and Linear regression analysis</p>	<p>If the p-value < 0.05 reject the null hypothesis and if the p-value is > 0.05 fail to reject the null hypothesis.</p>	<p>sig=0.000, P<0.05 reject the null hypothesis and fail to reject the alternative hypothesis</p>

4.6.1 Test for Hypothesis 1

Ha₁: *Employee-manager relationship has a significant positive effect on employee performance in Ethiopian Airlines Group*

Employee-Manager Relationships and Employee Performance Model Summary

The coefficient of determination between employee-manager relationships and employee performance was 0.670 indicating a positive effect of employee-manager relationships on employee performance. The coefficient of determination (R squared) of 0.449 indicated that 44.9% of the variation in employee performance could be explained by employee-manager relationships. The adjusted R-square of 0.442 indicated that the employee-manager relationship in exclusion of the constant variable explained the change in employee performance by 44.2%, the remaining percentage could be explained by other factors excluded from the model. The sig. value is 0.000 where $p < 0.05$ indicates the model is significant and it implies that there exists a positive significant effect of employee-manager relationships on employee's performance in Ethiopian Airlines Group.

The alternative hypothesis **Ha1**: "Employee-manager relationship has a significant positive effect on employee performance in Ethiopian Airlines Group" was accepted and the null hypothesis was rejected. It was therefore concluded that the employee-manager relationship has a significant effect on employee performance in Ethiopian Airlines Group. The model summary indicating the relationship is presented in Table 4.24 below.

Table 4.24:

The illustrated relationship between Employee-Manager Relationship and employee performance

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.670 ^a	.449	.442	.428	.449	58.900	5	361	.000	2.180
a. Predictors: (Constant), Feedback, Trust, Communication, Employee perception of the manager, Support										
b. Dependent Variable: Employee Performance										

Source: (SPSS Output Own Survey Result, 2024)

4.6.2 Test for Hypothesis 2

Ha2: *Employee perception of managers has a significant positive effect on employee performance in Ethiopian Airlines Group.*

The study hypothesized that employee perception of the manager has a significant positive effect on employee performance in the Ethiopian Airlines Group. The study findings, therefore, indicated that there is a positive significant effect of employee perception of the manager on employee performance in Ethiopian Airlines Group with ($\beta=.291$, $t= 5.14$ and $p\text{-value } 0.000$). This, therefore, means that an increase in employee perception of the managers will increase employee performance significantly. The alternative hypothesis **Ha2:** “Employee perception of the manager has a significant positive effect on employee’s performance in Ethiopian Airlines Group” was accepted and the null hypothesis was rejected. It was therefore concluded that employee perception of the manager had a significant positive effect on employee performance in the Ethiopian Airlines Group.

Table 4. 25

Employee perception of the manager and employee’s performance regression weights

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Employee perception of the managers	0.291	0.057	0.327	5.14	0.000

Source: (SPSS Output Own Survey Result, 2024)

4.6.3 Test for Hypothesis 3

Ha3: *Communication has a significant positive effect on employee performance in Ethiopian Airlines Group*

The study hypothesized that communication has a significant positive effect on employee performance in the Ethiopian Airlines Group. The study findings therefore indicated that there is a positive significant effect of communication on employee performance in Ethiopian Airlines Group with ($\beta=.032$, $t= 2.583$, and $p\text{-value } 0.014$). This, therefore, means that an increase in

communication will increase employee performance significantly. The alternative hypothesis **Ha3**: “Communication has a significant positive effect on employee performance in the Ethiopian Airlines Group” was accepted and the null hypothesis was rejected. It was therefore concluded that communication had a significant positive effect on employee performance in Ethiopian Airlines Group.

Table 4. 26

Communication and employee’s performance regression weights

Model	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>	t	Sig.
	B	Std. Error	Beta		
Communication	0.032	0.055	0.035	2.583	0.014

Source: (SPSS Output Own Survey Result, 2024)

4.6.4 Test for Hypothesis 4

Ha4: *Trust has a significant positive effect on employee performance in Ethiopian Airlines Group.*

The study hypothesized that trust has a significant positive effect on employee performance in the Ethiopian Airlines Group. The study findings therefore indicated that there was a positive significant effect of trust on employee performance in Ethiopian Airlines Group with ($\beta=.029$, $t=3.542$, and $p\text{-value } 0.011$). This, therefore, means that an increase in communication will increase employee performance significantly. Since the $p\text{-value}$ is 0.011 which is less than 0.05, the alternative hypothesis **Ha4**: “Trust has a significant positive effect on employee’s performance in Ethiopian Airlines Group” was accepted and the null hypothesis was rejected. It was therefore concluded that trust had a significant positive effect on employee performance in Ethiopian Airlines Group.

Table 4. 27

Trust and employee’s performance regression weights

Model	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>	t	Sig.
	B	Std. Error	Beta		
Trust	0.029	0.054	0.03	3.542	0.011

Source: (SPSS Output Own Survey Result, 2024)

4.6.5 Test for Hypothesis 5

Ha5: *Support has a significant positive effect on employee performance in Ethiopian Airlines Group.*

The study hypothesized that support has a significant positive effect on employee performance in the Ethiopian Airlines Group. The study findings therefore indicated that there was a positive significant effect of support on employee performance in the Ethiopian Airlines Group with ($\beta=.013$, $t= 4.213$, and p -value 0.000). This, therefore, means that an increase in support will increase employee performance significantly. Since the p -value is less than 0.05, the alternative hypothesis **Ha5**: “Support has a significant positive effect on employee’s performance in the Ethiopian Airlines Group was accepted and the null hypothesis was rejected. It was therefore concluded that shared goal/value had a significant positive effect on employee performance in the Ethiopian Airline Group.

Table 4. 28

Support and employee’s performance regression weights

Model	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>	t	Sig.
	B	Std. Error	Beta		
Support	0.013	0.06	0.016	4.213	0.000

Source: (SPSS Output Own Survey Result, 2024)

4.6.6 Test for Hypothesis 6

Ha6: *Feedback has a significant positive effect on employee performance in Ethiopian Airlines Group.*

The study hypothesized that feedback has a significant positive effect on employee performance in the Ethiopian Airlines Group. The study findings therefore indicated that there was a positive significant effect of feedback on employee performance in the Ethiopian Airlines Group with ($\beta=.314$, $t= 5.908$, and $p\text{-value } 0.000$). This, therefore, means that an increase in feedback will increase employee performance significantly. Since the $p\text{-value}$ is less than 0.05, the alternative hypothesis **Ha6**: “Trust has a significant positive effect on employee’s performance in the Ethiopian Airlines Group” was accepted and the null hypothesis was rejected. It was therefore concluded that feedback had a significant positive effect on employee performance in the Ethiopian Airlines Group.

Table 4. 29

Feedback and employee’s performance regression weights

Model	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>	t	Sig.
	B	Std. Error	Beta		
Feedback	0.314	0.053	0.415	5.908	0.000

Source: (SPSS Output Own Survey Result, 2024)

CHAPTER FIVE

Summary of the Finding, Conclusion, and Recommendation

5 Introduction

The study's findings are summarized, a conclusion is reached, and suggestions for interested parties are given in this chapter. The chapter concludes with recommendations for future research directions after outlining the study's limitations and implications.

5.1 Summary of the finding

It is concluded from this study that manager-employee relationships have a significant positive impact on employee performance within the Ethiopian Airlines Group. Employee-manager relationships and their positive impact on employee performance were positively viewed and agreed with by the majority of respondents, according to the descriptive data analysis. A positive correlation between a good employee-manager relationship and employee performance was suggested by the fact that the mean of each employee-manager relationship factor was higher than the predicted mean value, indicating agree and strongly agree responses with the Likert scale measurement. According to the inferential analysis of employee-manager relationships, an association with a high degree of correlation coefficient was found between employee performance and employee-manager relationships. Statistical analysis also discovered that the relationships between managers and employees could account for 45% of the variation in worker performance within the Ethiopian Airlines Group.

The study found a statistically significant positive correlation between employees' performance and their perception of their managers. This was determined by looking at the participant responses, which indicated that most respondents agreed with the employee perception statement and how it affected the employee's performance. The variable's mean value also suggested that the majority of responses were related to the agreed rate. An inferential statistics analysis showed a strong positive correlation between employee performance and the employee's perception of the managers. Furthermore, employee perception of the managers positively affects employee performance, according to the multiple regression analysis.

Employee performance, the outcome variable, and communication as a component of the manager-employee relationship were found to be highly correlated. Research has shown a correlation between employees' creativity, productivity, and effectiveness and how managers interact with their subordinates. Most respondents of the study have agreed that communication influences employee performance and it was also statistically ensured, that improvement and modification of communication will result in a positive increment in the performance of employees. With a correlation coefficient of 0.508 and a regression analysis revealing a β value of 0.32 and $t=2.583$, it can be concluded that communication affects employee performance in the Ethiopian Airlines Group. All communication statements had mean values that were higher than the Likert scale measurement's average, and the majority of respondents said that their performance level is determined by how well they communicate with their managers. With sig. (2-tailed) value of 0.014, it was discovered that communication had a significant impact on worker performance.

According to the study, trust significantly improves employee performance, and the results of the regression test indicate a positive β value and a significant p-value ($\beta= .29$, p-value 0.011, $t = 3.542$). Additionally, a strong and positive correlation between employee performance and trust was discovered in this study. According to descriptive statistics, study participants indicated that they agreed with the variable's statements; as a result, the mean level of trust was higher than the measurement scale's average. The way the data was presented suggested that giving employees the freedom to make decisions, even when they make mistakes, has a positive impact on and improves their performance. The study's overall findings showed that employee performance at the Ethiopian Airlines Group is significantly affected by trust.

The study's findings made it clear that managers' assistance to their subordinates significantly improves worker performance. It also looked at the strong positive relationship between support and employee performance within the Ethiopian Airlines Group. The productivity and adaptability of the employee are directly and quantifiably impacted by the manager's support of the employee in setting reasonable deadlines for tasks, advocating for the worker's professional development, and showing concern for the employee's well-being. The study's analysis revealed that the majority of respondents agreed with the support statements; as a result, the mean value varied between 3.21 and 3.54, indicating the participants' agreement regarding the impact of the

manager's support on their quality and extra roles. Based on the p-value, t-value, and β -value of multiple regression analysis ($\beta = .013$, p-value 0.000, and $t = 4.213$), the variable with the highest regression parametric values indicates the effect and significance of support.

Regarding feedback, the study's findings showed that all feedback statements had 3.35 aggregate mean values, indicating that participants were generally in agreement with the statements' impact on employee performance and were highly positive about it. Feedback and employee performance have a strong positive relationship, as indicated by the correlation coefficient of 0.622** between the two variables. Of the employee-manager relationship factors, feedback has the highest regression parametric results ($\beta = .314$, $t = 5.908$, and p-value 0.000) and it was discovered to have a highly favorable impact on worker performance. Thus, the Ethiopian Airlines Group's employee performance can be concluded to benefit greatly from shared feedback.

5.2 Conclusion

Data was gathered from the Ethiopian Airlines Group and subsequently analyzed for the study. The key findings from the research show that there is a notable positive impact of the employee-manager relationship on employee performance within the organization. The study explored how effective employee-manager relationships can inspire employees to enhance their performance and ultimately contribute to their overall success.

Furthermore, the performance of employees within the Ethiopian Airlines Group was found to be significantly impacted by the employee-manager relationships that encompass communication, trust, support, and feedback, as well as the employees' perception of their managers. It is determined that the fundamental practices used by the company to uphold and manage the employee-manager relationship have a significant impact on employee performance and that any enhancements made to the relationship will yield a notable and positive change in employee performance. The relationship between managers and employees has been shown to have a positive and strong relationship with employee performance.

Employee perception of managers is a factor in the employee-manager relationship and influences employee performance. When workers believe their manager has the knowledge and skills to support them in reaching performance goals and succeeding, they are more likely to perform to high standards. Additionally, when a manager leads the team with a positive and healthy attitude,

it fosters a high level of trust within the company and encourages the employee to perform well and even exceed the expected level of achievement.

A key component of the manager-employee relationship is communication, which has a significant impact on worker performance. An employee can clearly understand the company's expectations when a manager effectively communicates job expectations, clear guidance, the information the employee needs to understand, how the organization's plan affects the employee, updates the employee on changes to company policies or benefits, and allows the employee to voice opinions during performance reviews. If communication is two-way, this further clarifies the expectations of the company and allows the employee to perform to the best of their abilities.

Trust has been shown to have a positive effect on employee performance, but this effect is not significant. The practice of believing in an employee's judgment and decision-making abilities, trusting them even when they make mistakes in their work, and fostering an open and trusting environment has been shown to have a measurable positive impact on employee success in the Ethiopian Airlines Group, though the exact amount of this contribution has been determined to be inconsequential.

From the study, it was derived that, the manager's practice of setting fair deadlines to complete tasks, helping the employee to develop skills and career, advocating for the employee's professional growth within the organization, and caring about the well-being of employees as means of support has a significant positive effect on employee's performance and whenever support is improved it results heighten employees performance. It also realized the existence of a positive strong relationship between the support variable and employees' performance and as a result, it is deduced that support has a positive effect on the competency of employees in the Ethiopian Airline Group.

The feedback that employees receive from their managers has a positive impact on their future performance within the Ethiopian Airlines Group. A strong positive correlation has been observed between these two variables. The discussion's conclusion shows that managers' direct feedback, frequent and constructive criticism, and acknowledging good work all have a major positive impact on an employee's ability to perform at a higher level.

This study ultimately brought to light the vital role that positive employee-manager relationships play in helping employees succeed at work and improve their performance. It has been suggested by several sources that maintaining and increasing employee productivity is impossible in the absence of a strong employee-manager relationship.

5.3 Recommendation

The following recommendations have been sent in light of the study's findings, discussion, and conclusion:

The only resource Ethiopian Airlines Group has that can adapt to the rapidly changing economic, political, social, cultural, and technological landscape is human capital. As such, the company must engage and retain human resources, but more importantly, it must strengthen the employee-employer relationship, which is the only means of ensuring success in a cutthroat and dynamic business environment.

Institutions must therefore constantly monitor the environment and identify the appropriate emerging people management practices because employee performance is still a critical issue, particularly in developing nations as evidenced by numerous studies and reports. The implementation of Employee-Manager Relationship practices is necessary to enhance service quality, increase productivity, and retain employees. Since it is well known that positive employee-manager relationships result in increased employee performance within the organization, the study suggests making greater use of these practices.

To improve performance and foster stronger relationships with their staff, it is recommended that Ethiopian Airlines Group implement a 360-degree feedback system where employees can provide anonymous feedback to their managers. This could include areas like leadership style, communication effectiveness, fairness, and support. This gives managers insights into how their employees perceive them, helping them identify areas for improvement. It also empowers employees to share their perspectives without fear of retaliation. Managers are recommended to respect their subordinates, handle conflicts professionally, make wise decisions regularly, lead their team with a positive and healthy attitude, and have the knowledge and skills to help employees reach performance goals and succeed in influencing how their subordinates view them. Supervisors also need to determine which leadership stance best suits the environment at work

and the attitudes of their staff. It is the responsibility of managers to enable their staff members to engage in the decision-making process. Ethiopian Airlines Group leaders should be skilled coaches who set an example for others to follow. They should be visionary, upbeat, and change agents. They should also work on developing their emotional intelligence and empathy, which are the cornerstones of a productive leader-follower dynamic.

Ethiopian Airlines should encourage open and regular communication between managers and employees. This could involve setting aside time for one-on-one meetings, and team meetings, and establishing clear channels for feedback. Effective communication builds trust and transparency, leading to a better understanding of expectations, and improved performance. Organizations must establish efficient communication channels and guarantee that information is accessible to all staff members. Additionally, they must devise efficient methods of information exchange by integrating cutting-edge digital technologies. Furthermore, there should be a culture of open communication where employees feel free to offer ideas, criticism, and feedback on management choices. This will encourage employees to voice their opinions without fear of retaliation from management. Employees must be informed of updates, and managers must effectively set expectations for their jobs, give clear instructions, communicate information that workers need to know, explain how the organization's plan affects their subordinates, notify workers of changes to company policies or benefits, and establish two-way communication to strengthen their bonds with staff members.

Ethiopian Airlines must devise ways to recognize, support, gauge, assess, and recognize staff members' contributions in a way that makes them feel valued and treated fairly. According to the study, all forms of agreed-upon and promised incentives, pay, and benefits should be sent as promised. The study recommends that managers make sure the company treats its employees justly and fairly and that the interests of the employees should be taken into account in all decision-making processes. One very useful tactic for helping employees develop their skills and abilities so they can perform the tasks correctly is to provide them with planned and ongoing training. Furthermore, managers ought to have faith in the judgment and decision-making skills of their staff, foster an environment of openness and trust, and be receptive to suggestions from their lower-level staff members.

The research suggested that managers at Ethiopian Airlines Group should display integrity, transparency, and fairness when interacting with employees. They should also empower employees by giving them decision-making authority and opportunities to take ownership of their work. Additionally, managers should provide guidance, mentorship, and resources to help employees develop their skills and achieve their goals. Setting fair deadlines for tasks and supporting employees in their professional growth within the organization can foster positive relationships and improve employee performance.

The study indicated that managers at Ethiopian Airlines Group should emphasize more on routinely providing their subordinates with direct, constructive criticism to foster a positive work environment and improve employee performance. Additionally, they ought to acknowledge workers when they perform well. Managers, on the other hand, ought to get employee feedback since it can promote goodwill and boost productivity.

In conclusion, the research suggests Ethiopian Airlines Group learn about the employee-manager relationship and how it functions within an organizational setting. Since this relationship is a resurrected concept, businesses are advised to embrace and apply it (as a practice) within their workplaces. Developing and implementing an employee-manager relationship strategy is another kind of business strategy that organizations must do. The first step in this process is to plan and reserve the necessary funds.

5.4 Limitations of the study and future research directions

The research is designed to explore and understand the relationships between employee-manager relationships and employee performance. Because the findings are limited to the Ethiopian Airline Group, additional research in organizations is required to determine the overall effect of exploring and understanding the relationships between employee-manager relationships and employee performance. Moreover, the study only considers employee perception of the manager, communication, trust, support, and feedback as factors of employee-manager relationships and the study has no control for other relevant variables that could influence employee performance. Cross-sectional research, a quantitative research approach, a descriptive research design, and a survey research strategy were all used in this study. Cross-sectional studies don't provide as much insight into the shifting industry trends and environment, which could limit the study's ability to

be broadly applied. Conversely, a longitudinal research design is anticipated to yield a profound understanding of the research question, which will need to be taken into account in subsequent studies.

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Appendix – I Questionnaire

Questionnaire to be filled by employees of Ethiopian Airlines Group

Dear Respondents!

My name is Geremew Adimasu. I am a postgraduate student pursuing an MSc in International Business at Addis Ababa University, College of Business and Economics. I am researching *The Effect of employee-manager relationships on employees' performance in the case of Ethiopian Airlines Group*.

This questionnaire is aimed at eliciting information that will be useful for the above-mentioned research. You are randomly selected as one of the questionnaire respondents for this study. The information supplied will be used strictly for academic purposes and will be treated with utmost confidentiality. Your cooperation will be highly appreciated. If you have any questions on the questionnaire or need further information, please email me at

Thank you for your cooperation and assistance.

Sincerely,

Geremew Adimasu

geremewadm@gmail.com

Mobile: 0930 518 193

Part I: Demographic Information

Please tick a ‘√’ mark in the box of the table that corresponds to your choice in the following questionnaire

1. What is your age?

18 – 30	31 – 40	41- 50	51 & Above

2. What is your gender?

Male	Female

3. What is your level of educational qualification?

Below high school diploma	High school diploma	Bachelor’s degree	Master’s degree & Above

4. What is your employment group?

Non-Management	Management

5. Your service year in Ethiopian Airlines Group?

0-5 Years	5-10 Years	10-20 Years	20 Years and Above

Section II: Questionnaire related to research topic

Questions related to the topic (Please put a “√” mark in the box next to the point which highly relates to your perception.

		Measurement Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I	Employee Perception of Manager	1	2	3	4	5
1	I feel that my manager has the expertise and abilities to help me hit performance goals and succeed.					
2	I feel respected by my manager					
3	My managers handle disagreements professionally					
4	My manager has the expertise and ability to help me and the team succeed					
5	My manager makes consistently effective decisions					
6	My manager manages the team with a positive and healthy attitude					
7	I believe that my perception of my manager has an impact on my relationship with my manager					
II	Communication	1	2	3	4	5
1	My manager effectively communicates job expectations and provides clear guidance					
2	My manager effectively communicates the information I need to understand					
3	My manager explains how the organization’s plan affects me					
4	My manager communicates about changes to company policies or benefits					
5	I believe communication has an impact on my relationship with my manager					
6	I can express my ideas on performance appraisal meetings, which are two-way communication.					
III	Trust	1	2	3	4	5
1	I feel that my manager trusts my judgment and decision-making abilities					
2	My manager creates a trusting and open environment					
3	My manager is responsive to my ideas, requests, and suggestions					

4	My Manager trusts me even if I commit an error in doing my job					
5	I believe that trust has an impact on my relationship with my manager					
IV	Support					
1	I feel supported by my manager					
2	My manager set fair deadlines to complete tasks					
3	My manager helps me to develop my skills and career					
4	My manager advocates for my professional growth within the organization					
5	My manager cares about my well-being					
V	Feedback					
1	I regularly receive constructive feedback from your manager					
2	I am satisfied with the direct feedback I got from my manager					
3	I get recognition from my manager when I do a good job					
4	I am comfortable in providing feedback to my manager					
5	The feedback from my manager helps me to improve my performance					
VI	Employee Performance	1	2	3	4	5
1	I am motivated to perform well in my role					
2	My Manager assesses my performance based on my actual performance.					
3	Most of the performance measurement standards are objectives and free from subjectivity and error.					
4	My perception of my manager has an impact on my performance.					
5	The communication with my manager has an impact on my performance.					
6	My manager's level of trust in me has an impact on my performance.					
7	The support from my manager is important in my job performance.					
8	Feedback from my manager has an impact on my performance.					