



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
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**The Effect of Employee Relation on Job Satisfaction in the
Ethiopian Banking Sector: *The Case of Dashen Bank S.C.***

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The Effect of Employee Relation on Job Satisfaction in the Ethiopian Banking Sector: *The Case of Dashen Bank S.C.*



**A Thesis submitted to Addis Ababa University School of Commerce
in partial fulfillment of the requirements for the MA Degree of
Human Resource Management**

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September 2021

Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this study entitled “The Effect of Employee relation on job satisfaction in Dashen Bank S.C Addis Ababa” is my original study and has not been presented for a degree in some other university, and that all sources of materials utilize for the study have been properly recognized.

Declared by:

Name: Rekik Getachew

Signature _____

Date_____

Certificate

This is to certify that this study, “Effect of Employee relation on job satisfaction in Dashen Bank S.C Addis Ababa.”, undertaken by Rekik Getachew for the partial fulfillment of the Requirements for the Degree of Master of Arts in Human Resource Management at Addis Ababa University College of Business and Economics School of Commerce, is an original study and not presented before for any degree either at this University or some other academic institution.

Research Advisor: Bahran Asrat (PhD)

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Date_____

Addis Ababa University College of Business and Economics

School of Commerce

Office of Graduate Studies

The Effect of Employee relation on job satisfaction in Dashen Bank S.C

Addis Ababa

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Acronyms/Abbreviations

ATMs (Automatic Tellers Machines)

HRM Human Resource Management

MSME: Micro small & medium enterprise

NBE National Bank of Ethiopia

(POS) Point-of-Sale

SHRM Society for human resource management

Abstract

The purpose of this study was to study about the effect of employee relation on job satisfaction in Dashen bank S.C Addis Ababa area. Employee relation is one of the main human resources management practices. It leads the organization to build attractive strategy to hold effective and talented employees. This study is conducted to find out the effect of employee relation on job satisfaction in case of Dashen Bank S.C. The study deployed an explanatory design in which a cluster sampling method was used to collect data from professional employees of Dashen Bank S.C found in branches under the four districts of Addis Ababa and the head office. The sample method was probability sampling, under this method proportional cluster sampling is used and the respondents are selected by simple random sampling. The data was collected from primary and secondary sources by using self-administrative questionnaires and from different documented files. The data analysis method was Explanatory and Descriptive analysis. Accordingly, 307 questionnaires were distributed and 282 were obtained & used for further analysis. The collected data was analyzed using Spss software version 25. In addition, to analyze the collected data descriptive statistics (frequencies, means & standard deviations), ANOVA, correlation & multiple regression analysis were used. The results was analysis the effect of independent variables (communication, employee voice, conflict & grievance handling and work place) on dependent variable (Job satisfaction). In addition, it was found that all variables have significant effect on dependent variable. Result obtain from the respondent their work place gave high level satisfaction but employee voice, communication and conflict & grievance shows the respondent perceived low level of satisfaction in Dashen Bank. The study has revealed that there is a moderate but positive relation between Employee Voice, communication and work places but in conflict & grievance handling shows a weak but positive relation: Work place has positive relation with job satisfaction. Those factors to be monitored and improved are conflict and grievance handling between employer and employee and among employees, the bank need standard to monitor the conflict resolution on sides, respect and fair treatment from both sides, honest feedbacks from both sides

Key words: work Place, Communication, Conflict & grievance handling And employee voice
Dashen Bank S.C

CHAPTER 1: INTRODUCTION

This chapter discusses about background of the study, background of the organization, statement of the problem, research questions, objective of the study, general objective, significances of the study, scope of the study, limitation of the study, organization of the study and definition of key terms.

1.1. Background of the study

One of the most powerful Human resource management (HRM) functions is employee relation. An organization that has the best employee relation practice may obtain the higher productivity level, financial gain and satisfied employees with their jobs (Alakoç, 2014). This implies that in organization the center point of profitability is employee relation. Other Human Resource scholar's stated that the relation between work and people is a primary activity in any organization in which human beings are involved. (Boxall, Purcell & Wright 2007) This showed that in any organization positive relation creates a path direct the origination goal.

Employee relation is a necessary requirement for organization and workers to favorably work in a work place. Getting along with employer or even co-employees is material for ones excitement to go to work every day. Working relationship and organizational performance are undeniably intertwined. Employee relations are a wide concept that related many issues from collective bargaining, negotiations, work-life balance, equal opportunities and managing diversity. It comprises of the practices or initiatives for ensuring that Employees are happy and are productive.

According to Gennard and Judge (2002) Employee relations is studying the guidelines, concepts and agreements by collective group. Relationship varies from company to company depending upon the values of management. As such it is involved with how to achieve people's commitment to the fulfillment of an organization's enterprise dreams and targets in a wide variety of special situations. The scholar implies relation is a manner or road that directs us to love and enjoy our job but the concept is value of the organization.

Employee relation is a major task to human resource management department and it influences organizational performance and employee satisfaction in different ways. To begin with, it is the cause for great achievement on the organization performance or incurring unnecessary costs and losing good performers. Also it is the cause for job satisfaction or dissatisfaction. Smart human resources managers must have to involve in the cost benefit consideration process. (Adeniji and Osibanjo 2012)

Also other researcher have explored that the relation between employee and job satisfaction. They explain the positive impact of employee relation on the organization or company profitability. Many approaches deals with who can the company get highest advantage from employees. Organizations or companies see that employees as an asset. This approach helps the company to get competitive advantage from others. Other scholar also deals with mutual benefits between employee and employers (Chaubey 2017)

Many writers have different approach towards defining job satisfaction. Some of them are:-

Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Furthermore, job satisfaction is the pleasant mind state that comes from the completion of job values (Courtney &Younkyoung, 2017). This implies individual perspective on their job is creating job satisfaction or dissatisfaction. Also it can directly affect the organization performance.

According Armstrong, (2006) in his text job satisfaction refers to the people feeling about their job. A constructive and promising attitude about the job implies job satisfaction. Negative and antagonistic perspectives towards the work demonstrate work disappointment. Alongside good or bad employee relation in the organization can leads to job satisfaction or dissatisfaction. High level of job satisfaction is the outcome of employee relation.

Mueller & Kim (2008) recognized two types of job satisfaction; the first one is the general feeling about the job, and the second one is the feelings about the aspects of the job, for instance, benefits, salary, position, growth opportunities, work environment, and the relationships among employees. According to Mueller & Kim (2008) employee relation is direct relation with job satisfaction. If employee's feels positive for the job their satisfaction will be increase. The vise-

versa is true. Organization or companies need to give focus to employee relation to achieve their objective and to sustain employee's satisfaction this leads to the organization goal.

The concept of relation with Job satisfaction

The concept of employee relations refers to positive relations between two or more persons involved in a social and authoritative relationship in an organizational (Asghar B, 2016) Workers who do the same work, by interacting and communicating with each other, tend to develop the same feelings about certain elements of the work or working conditions. According to Oshagbemi (2000) expressed that job satisfaction is the common expression of the positive attitudes towards their jobs status. This means that job satisfaction linked with the employee imagination to their job. Other study by (Serrano 2016) is also revealed that employee relation linked with job satisfaction. An organization that have team work, safe work place, and good communication and handle grievance and conflict properly can be shown low turnover and highly satisfied employee. Employee relation have directly and positive relation with job satisfaction.

There are many factors that affect job satisfaction, understanding the effect of relation of employee is necessary as it is the main issue that composes many indicators. therefore this study was be conducted to know the effect of employee relation on job satisfaction using Dashen Bank S.C. and provide suggestions to the bank as how it can improve or change the employee relation practice and make its employee satisfied with their job and to achieve the organizational goal.

1.2. Background of the Organization

Dashen Bank S.C. is a private entity founded in 1995 as in line with the “Licensing and Supervision of Banking Business” Proclamation No. 84/1994, now suspended by Proclamation No. 592/2008, “A Proclamation to Provide for Banking Business” to undertake commercial banking activities. The Bank has acquired its license from National Bank of Ethiopia (NBE) on 20th September 1995 and begun normal business activities on the 1st January 1996.

The founding members were 14-business men and professionals that agreed to combine their financial resources and expertise (Dashen Bank, 2014). Headquartered in Addis Ababa.

Dashen Bank S.C. is established with a vision of “To be Best-in-Class Bank in Africa” Likewise it has a mission of “To provide efficient customer centric banking services using the expertise of inspired professionals and cutting-edge technology, while creating sustainable value for our stakeholders” (Dashen Bank, 2018).

Dashen Bank S.C. provides various banking services varying saving, current and fixed term deposit account to trade finance, international banking services, domestic banking services, e-banking services, fund transfer and interest free banking services. Its loans and advances portfolio includes clients from corporates to individuals engaged in various sectors covering agriculture, manufacturing, trade & services, building & construction and transport, amongst others.(Dashen bank 2018/19 FY2022/23 strategic plan)

When we see the employee relation practices in Dashen Bank S.C. there is a labor union established in Jan 2010. The union and Dashen Bank S.C. have a joint agreement called as a 3rd collective agreement approved on Sep, 25 2018 which last for three years. The agreements have three main parts. The first part has ten sub section including right and obligation of the bank, employee and union. The second part has twenty two sub sections like salary and benefit, working hours, overtime, loan, training and education, performances evaluation, termination and fee, workplace safety etc. The third part has eight sub section including discipline and disciplinary action, demotion, Conflict & Grievance Handling.

1.3. Statement of the Problem

Organizations must give attention for employee relation because it affects employee job satisfaction, motivation and performance. On the organization side it affects organizational performance and profitability. Employee Relation is a process that companies use to manage all communications with employees (Chaubey, 2017). The main role of employee relation in organization is Human resources department. It can play a critical role in this process, both in terms of training and coaching managers and executives on how to effectively establish and look after relationships. Employee relations have a vital role for employee job satisfaction especially in financial organization. As per the scholars positive relationship between the management and employee creates job satisfaction leads to profitability.

Also many scholars suggest that employee's job satisfaction and overall organizational performance employee relation is an important element. Draft (2010) an achievement of any business organization determine by excellent coordination of employee and employer.

A study done in USA management (SHRM 2016) in 2015, more than 70% of U.S. employees were satisfied in their current job. The study was focused on Career Development, Compensation and Benefits, Employee Relationships with Management, Work Environment, and Employee Engagement..

Similarly, Mulugeta (2014) Employee relation issues directly related with health and safety, learning & development, fair and just treatment and financial benefit are and very important for employees

In today business environment building strong employee relation is good for both parties and it also adds competitive advantage for the organization. The researcher has observed gaps concerned employee voices, communication, conflict and grievances handling and work places. To start with employee voice there is lack of giving opportunity to employees to express their ideas and concerns. Also there is lack of exchange important information about the companies' new products or other things. Conflict and Grievance handling mechanism of the bank is problematic. The way it is handled, the time it takes to get sorted has de-motivating effect.

The above scholar's and researchers was directly focus and deal with the relationship between employer and employee relation leads the job satisfaction But not deal the factor that affect employee relation on job satisfaction. Employers who lack the awareness and the benefit of employee relation probably lead the company into a deep trouble. Also the above researcher's not indicate which variable in employee relation have high impact in the job satisfaction.

This study is designed to determine which variable has mostly effects on job satisfaction. Also deals the relationship between employee relation variables with job satisfaction and recommend important methods useful for the company. Employee's relation has many dimensions. Those dimensions can be work place, employee voice, communication, conflict and grievance handling included in this study.

Also many scholars believe that managing relation is leads to job satisfaction and profit. So this study was made which dimension of relation have the most positive effect on job satisfaction

1.4. Research questions

The study conducted to know the effect of employee relation on job satisfaction and expected to provides answer to the following specific research questions

- What practice the employer used to hear employee Voice in Dahan Bank S.c?
- Is there a practice of handling employee Conflict in Dahan Bank S.c?
- At what extent do communication used between employee and employer in Dashen bank S.c?
- Is there a relationship between employee relation and job satisfaction?

1.5. Objective of the study

1.5.1. General Objective

To examine the Effect of Employee Relation on Job Satisfaction in the Ethiopian Banking Sector: *The Case of Dashen Bank S.C.*

1.5.2. Specific objective

- To assess the effect of employee Voice on Job satisfaction in Dashen Bank S.C
- To assess the effect of conflict on Job satisfaction in Dashen Bank S.C
- To assess the effect grievance handling on Job satisfaction in Dashen Bank S.C
- To assess the relation between Communication and job satisfaction in Dashen Bank S.C.
- To assess relation between work place and job satisfaction

1.6. Significance of the study

This study helps for the companies HRM department and fellow researchers.

The results of the study may help the bank to re-examine the current employee relation practice of the company and help to recommend some point to maximize job satisfaction by assessing the work environment. Moreover it may help HRM department to improve the weak side of employee relation elements towards satisfying the needs of the employees.

For those who conduct further investigation on this subject area it serves as a secondary data and add to the existing literature and may serve as a source of reference.

1.7. Scope of the study

The current study is constrained by different factors like lack of finance, resources & shortage of time hence it was found imperative that the scope of the study be limited conceptually, methodologically, geographically and with time.

Conceptually, various authors and researchers have proposed a wide range of factors affecting employee relation on Job satisfaction. This study however, focused on four main determinants of Job satisfactions (Work place, employee voices, communication and conflict and grievances handling)

Methodologically, this research was conducted by quantitative approaches i.e. information was acquired from a questionnaire filled by employees of the bank.

In addition the study focused mainly on professional employees of the bank to collect the required data. This is because most of the management employees of the bank are also shareholders therefore the responses they provide to some of the questionnaire items might be biased and could seriously affect the finding of the study hence they aren't included in instrument data collection. In addition most of the non-clerical employees of the bank are outsourced, the nature of their job is different, they don't operate in an office setting and they won't be able to understand the content of the questionnaire accordingly the study focused on professional employees of the bank only.

Geographically the scope of the study was delimited to Dashen bank S.C branches found in Addis Ababa area only specifically selected branches under the four districts of Addis Ababa & head office. Since all of the branches of Dashen bank S.C operate in similar manner with respect to policies, job characteristics, rewards & recognition, and the like, it was assumed that studying selected branches in Addis Ababa & forwarding recommendations can also be helpful to other branches of the bank found all over the country.

1.8. Limitation of the Study

The study of this research was limited only to employees in Dashen Bank S.C. The study would have been more comprehensive if other commercial banks were included but due to time and other constraints the research will focus on Dashen Bank S.C. as target population.

1.9. Organization of the study

The study comprised of five chapters. On the first section of the study, chapter one is placed which an introduction part of the study which consists background information of the study, background information of the organization, statement of the problem, research questions, the research objectives, significance of the study, scope of the study, limitation of the study, definition of terms, and organization of the study. Chapter two is concerned with the various literatures reviewed in order to enhance the knowledge about the area and the conceptual framework.

Chapter three discusses the research design and methodology adopted for the study with relevant justifications. Chapter four presents the findings, results and analysis on the effect of employee relation practice on job satisfaction in Dashen Bank S.C. Chapter five comprises the summary of findings, conclusion and recommendation and future research areas.

1.10. Definition of key terms

Communication- verbal or written correspondence between employee and employer.(Chinomona 2013)

Conflict: - disagreement between employees or between employee and the employer.(Boxall 2003).

Employee relation: - relationship between employee and employer.(Neeraj 2011)

Employee Voice: - opportunity to express thoughts and concern (Boxall 2003).

HRM: Human Resource Management: - Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. (Armstrong 2014)

Job satisfaction: Job satisfaction is a state where one's needs and one's outcomes match well (Locke, 1976)

CHAPTER 2

REVIEW OF RELATED LITERATURE

Introduction

In this part of the study various literatures written on the area of Job satisfaction are reviewed in order to shed light on the concept of employee Relation on Job Satisfaction and to provide the theoretical as well as conceptual frame work of the study.

2.1. Employee relation

Employee relations may be defined as the relationship between the employer or the manager and the employees, aimed to building and maintaining one objective. It disguised that the all activities such as employee engagement, rules and procedures should to lead to common goal of the organization, and such issues as employee selection, retention, performance management, employee communication and involvement come to the forefront (Singh & Kumar 2011)

Different qualities that illuminate employee relations incorporate thoughts of work as a wellspring of respect (laborers ought not be treated as wares), a 'reasonable day's compensation' and a 'living pay' (to work with cooperation in the public arena and the nobility of day to day life), fortitude or social attachment (the quest for a 'decent society' for the good of its own and not just for the accomplishment of monetary advantages), and worker voice and the option to partake in choices influencing one's work (and related non-work) activities (a system of industrial democracy to complement political democracy) (Osterman et al, 2001)

Employee relation is defined as the relationship between employees and administrators to improve good, responsibility and trust of workers and to establish appropriate work space which empowers them to apply their at most effort for the achievement of organizational goals (Bajaj et al., 2013). A successful employee relation involves generate productive personnel.

According to Hagos & Shimels (2018) literature review creating healthy employee relation in an organization is a prerequisite for the achievement of organizational goals. For this to happen, organizations have to develop strong employee relationship which involves motivating employees, participate them in decision making activity and create an opportunity for free flow

of information in the organization and resolve conflicts or disagreements when they arise in the work place. This situation makes workers to improve a sense of ownership in the work places and this in return initiated them to work hard. Strong employee relation prompts more proficient, viable and useful employees which further lead to the augmentation of creation level in the association. Studies affirmed that organizations which establish helpful climate for work and make smooth relationship with workers are more useful that prompts get more financial outcomes (Gills, 2008). Rather than this, an examination directed by Byton (2008) uncovered that workers didn't contribute all what they have when they are not content with the administration, government or even with their coworkers. Bad employee relation causes labor strike and uprising which coordinates to disintegration of the productivity of the association.

2.2. Elements of employee relation

There are several employee relation elements but for this study we will see only three of them:-

2.2.1. Employee Voice

Employee 'voice' is used to refer to 'an entire variety of methods and structures which enable, and at times empower, employees, directly and indirectly, to make contribute to decision-making in the firm' (Boxall and Purcell, 2003). As such, there are various systems through which workers can add to or share in decision-making with the executives. Traditionally, the pressure for employees to be allowed 'a say' at work has stemmed from notions of industrial democracy or 'industrial citizenship' (Gollan and Wilkinson, 2007).

Employee voice can be viewed as the potential of employees to influence the actions of the employer (Millward et al 1992). Dundon et al (2004) recommended the following meaning of direct and union employee's voice.

- Expression of individual dissatisfaction rose with line manager or through grievance procedure.
- Expression of collective dissatisfaction raised by trade unions through collective bargaining or industrial action.
- Contribution to management decision making through upward problem solving suggestion schemes and attitude survey.

- Demonstration of mutuality through partnership agreements, joint consultative committees and work council.

2.2.2. Communication

Communication deals with the exchanging information among employees about the important feature of the organization structure and guideline that assist how they are going to accomplish their duties. To strengthening employee relation communication takes the lion share. Business enterprise discussions help the relation and create concord as it builds faith among employees of different departments in the organization (Chinomona and Sandata, 2013).

(Kumar and Manjula, 2017) suggests communication is basic for healthful employee- employer relation the work place, it helps worker to enhance friendly approach with his or her colleagues.

Effective communications is seen as an essential element of the organization environment that ought to inform employees of industry challenges, what is happening in the workplace and the company's strategic intent. Beyerlein et al. (2003) states it is management responsibility to align support systems in the strategic design so that employees can communicate their needs and frustrations, as this will keep an organization functioning effectively and make the most of people who are an organizations greatest resource.

2.2.3. Conflict and Grievance Handling

According to non-profit Risk Management Center report (2014) grievance handling procedure is an internal mechanism for resolving disputes without third party involvements. Internal conflict procedures provide an outlet for employees to express their dissatisfaction at the workplace. The existence of internal conflict handling procedure gives chances of hearing for employees and feedback for the organization on the status of employee relation. Beyond resolving employee complaints internally without additional cost and time the procedure lesson the organization on ranking employee relation issues based on their severity as source of conflict. Employees will feel fairly treated if they have had an opportunity to log their complaints and participate in the conflict resolving process. Whatever the mechanism, an internal dispute resolution procedure is helpful because it provides an outlet for employees' concerns.

According to Pincus (2004) grievance or complaint procedure gives the employee room for hearing its complaints and to be part of the resolving process, and it can be helpful for management by exposing misunderstandings to be addressed before the conflicts spin out of control. The goal of internal dispute resolution is to solve the problems at the lowest level possible, so that workplace disputes don't escalate into legal actions. In any situation, as part of a manager/employee relationship, the potential for a clash of motivations, fears, competencies, and communication styles is always present. More flexible working relationship between employer and employees requires trust and confidence among employees and between employee and employer.

2.3. Bases of relation

The following can be bases of relation of employee. These can be classified under Work place, employee-employee relation and employer - employee relation.

A. Work place

Workplace is fundamental and necessary for the managers and workers to work favorably in an office. Everybody go to work isn't energized due to connection on work place. It cannot deny the fact that institutional efficiency is depending on working relationship (Ramjee, 2018). Employee would be eager to play out his or her work or day by day work routine with his colleagues. It's obviously true that job satisfaction is a consequence of a good workplace relation and such job satisfaction can influence the institution overall performance (Bakotic, 2016).

B. Employee-Employer relation

Relationship is founded when a company recruits a potential employee and both parties come to an agreement. Employees are parties who have the obligation to comply with orders of the employer. Their agreement comprises of clauses which guarantee the ways on how to respect their obligations. It is viewed as an understanding among employer and workers that make a commitment between two parties. It is inferred that the worker has acknowledged the proposal before he/she marked the agreement. (Sylvia et al., 2018)

C. Employee-Employee relation

Workers in association should feel free and comfort without any limit. These assist the worker with being useful in this work. Moreover, this is additionally significant in light of the fact that connection among the workers goes far in encouraging the employees and expanding their certainty and assurance. It is likewise the job of employees to make sure that workers attempt best to conform to one another makes some compromise if possible. This should be done for the employees feel excited to enter his work and see his/her co-workers. (Sylvia et al., 2018)

2.4 The concept of Job satisfaction

Various schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (1969, 1976) states that job satisfaction is a pleasant or positive emotional state result of assessment. Spector (1997) defines job satisfaction is reached to which people like or dislike their work. Other studies about job satisfaction deals the attitudes people have toward their job (Ivancervich et al., 2005). States that work fulfillment is an agreeable or positive enthusiastic state coming about because of the appraisal.

Job satisfaction is the yield of worker's impression of their work presents those things that are seen as significant regarding to (Mitchell and Lasan, 1987). It is generally recognized in the organizational behavior field that jobs satisfaction is the most important and frequently studied attitude. It does not refer to self-satisfaction and contentment, but it is about the feeling on the job. Occupation fulfillment is a yield of workers impression of their work present those things that are seen as significant.

Employee relations may be defined as the relationship between the employer or the manager and the employees, aimed to building and maintaining one objective. It disguised that the all activities such as employee engagement, rules and procedures should to lead to common goal of the organization, and such issues as employee selection, retention, performance management, employee communication and involvement come to the forefront. (Singh &Kumar 2011)

Different qualities that illuminate employee relations incorporate thoughts of work as a wellspring of respect (laborers ought not be treated as wares), a 'reasonable day's compensation' and a 'living pay' (to work with cooperation in the public arena and the nobility of day to day life), fortitude or social attachment (the quest for a 'decent society' for the good of its own and

not just for the accomplishment of monetary advantages), and worker voice and the option to partake in choices influencing one's work (and related non-work) activities (a system of industrial democracy to complement political democracy) (Osterman et al, 2001)

As per Hoppock (1935) job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to be satisfied. It is the attitude of the employees toward his work. He distinguished three significant theories of job satisfaction like Herzberg's Motivation-Hygiene Theory, Need Fulfillment Theory and Social Reference Group Theory.

As per Kendal and Hulin (1969) have distinguished what are influencing job satisfaction, this is alluding to the working condition. It is the environment provided by the organization which may include facilities, degree of safety, and health and well-being (Bockerman and Ilmakunnas, 2006, pp. 290-302) the environmental condition that directly affect the feeling of employees toward the job. Working conditions may include training, working time, work-life balance (Majid, 2001)

This refers to the benefit or salary given to the employees for the work done. Vermandere (2013) in his study argued that employees who are not paid fairly in relation to the workload have negative impact on motivation to work. Additionally the study found employees who are happy with their jobs have a tendency to stay rather than those who are not. Nonetheless, the research likewise paid attention to different realities that employees were ready to compromise lower pay against specific advantages, including: a higher retirement payout, an especially fascinating position, a work place close to home, extra occasions, a nicer company vehicle, additional professional stability and feeling less controlled at the work environment. Third is promotion. It alludes to the headway in the chain of importance. An employee is moved to a higher position and higher remuneration (Lazear, 2000).

We have two extremes of managerial behaviors; ranging from autocratic to a more democratic one. Autocrat managers make all the decision by themselves while democrat ones leave decisions to be made collectively by employees who are at the lowest level of the hierarchy. (Dubrin and Maier, 1993) the Fifth one is co-employees. Emotional and social attachment between employees is of paramount importance. If an employee feels detached socially and

emotionally such situation can cause dissatisfaction. Ramjee (2018) Solitude and isolation may prompt employees to leave the company.

2.5 Job satisfaction

Locke (1976) defines job satisfaction as individuals' subjective valuation of different aspects of job. Job satisfaction simply explains attitude of employees toward their job. Job satisfaction is an extremely complex concept, influenced by various factors and their groups. Therefore, job satisfaction is a key factor in the context of the efficient functioning of contemporary organizations, for this reason the factors that affect employee satisfaction in the workplace. Satisfaction can be considered at both organizational and individual level. The organizational factors include salary, promotion opportunities, communication with superiors and benefits offered to employees. Individual elements impacting job satisfaction are fundamentally personal values, yet additionally character and psychological well-being.

George and Jones(2008) in their examination found that perspectives that advance occupation disappointment range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques. Then again it is obvious that associations that keep up with great relations with their workers are probably going to encounter expanded benefits, further developed client care conveyance, minimal resistance to change, committed and inspired staffs who work to accomplish organizational goals. Because of job dissatisfaction, performance of the association has been influenced resulting to increased employee turnovers, decreased profits and performance standards in the competitive business environment in the recent past. Different angles that improved job satisfaction included; preparing of workers, open correspondence and ideal presentation of progress.

2.5.1 Characteristics of Job satisfaction

A. Enhance employee retention

One of the outcomes of employee satisfaction is enhancing employee retention. Satisfied and engaged employees have more concern about their organization and want to grow with the organization.

B. Increase productivity

Employee satisfaction is believed to have a positive relationship with productivity. Satisfied employees put an extra effort to optimize his/her as well as the organization benefit. (Robbins et al. 2003) and Northwest Territories Human Resource (2012) evidenced satisfaction has a strong relation with productivity.

C. Increase customer satisfaction

Especially in service giving organizations, like banks, robust employees' satisfaction is likely to have large contributions for customer satisfaction. Logically, happy and engaged employees can make customers happier (Daniel, 2011 and Decision-wise, 2016) and thereby contributing to customer retention and attracting, reducing customer switching. When employees get happier customers get delighted.

D. Reduce turnover cost

Many scholars strongly contend that employee turnover is inversely related to job satisfaction (Griffon et al., (1979) According to French (2003), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied. These situation forces organizations to recruitment new employees to replace resigned employees and spend large additional cost associated with recruiting and training.

2.6. Empirical Review

Employees that have a good relation with their colleagues are more likely to be satisfied with their job (Yang, et al., 2011). According to Locke, employees choose to work people with who are sociable, helpful, and supportive (Başar, 2011). Meanwhile workers spend more of their

times with coworkers, if co-workers make them happy, this has positive impact on their job satisfaction (Beşiktaş, 2009).

In Ethiopia biniyam(2020) study shows that the employee are satisfied with the employee relation system but it need more improvement on employee relation practices this means employee relation and job satisfaction have a positive relationship.

Samuel et al.,(2012) in their study found that employee with greater job satisfaction is less likely to have turnover intention, thus confirming previous literature that an employee hold a positive job satisfaction toward the job and a person who is dissatisfied with the job holds negative attitude about the job. It means that employees who are satisfied on their job will retain their jobs and not quit. So it was found that explicitly job satisfaction decreases employees' turnover intention and reception of standard compensation structure, helpful nature of work and productive management not just goes about as techniques to diminish employees' turnover but also as the company retention strategy.

According to Pincus (2004) grievance or complaint method gives the worker room for hearing its complaints and to be part of the resolving process, and it can be helpful for management by exposing misunderstandings to be addressed before the conflicts spin out of control. The objective of internal dispute resolution is to solve the problems at the lowest level possible, so that workplace conflicts don't grow into lawful activities.

Employee would be excited to perform his job or daily work routine with his coworkers. It is a fact that job satisfaction is a result of working relationship and such job satisfaction can affect the organizational performance (Bakotic, 2016).

Dwyer (2005) defined communication as "the interaction whereby individuals inside an association give and get messages". Numerous analysts affirm that communication in association has huge impact on workers' job satisfaction. (Yammarino and Naughton, 1988; Myers,1993; Mc Cormikc, 2008; Leiter, 1988; Miles et al., 1996; Goris et al., 2000).

Employee relations are meanly focused with managing the relationship between workers, considering the implication of the idea of the psychological. This means dealing with employees is handling employment practices, terms and conditions of employment and issues arising from

employment; and providing employees with a voice and communicating with employees. (Armstrong, 2014)

According to Gennard and Judge (2002) Employee relations is studying the guidelines, concepts and agreements by collective group. Employee relations vary from company to company depending upon the values of management. As such it is involved with how to achieve people's commitment to the fulfillment of an organization's enterprise dreams and targets in a wide variety of special situations. The scholar implies relation is a manner or road that directs us to love and enjoy our job but the concept is value of the organization. How satisfied an employee is with his or her job depends on their values and motives (Siddika, 2012).

The theoretical concepts of fit according to Kilchyk (2009) "either the supplementary versus complementary view or demands-abilities versus needs supplies view is also known as supplies-values fit". In an earlier research conducted by Muchinsky and Monahan (1987), they indicated that work can be divided into two extents of which "the first is the supplementary versus complementary while the second is the demand-abilities versus needs-supplies". When a person's distinguishing traits are similar to their organizational environment, then it is a supplementary fit (Sekiguchi, 2003).

The fit is complementary when the traits of an individual fill the vacuum or emptiness of an organization thus broadening the organization's capabilities (Muchinsky and Monahan, 1987). Research in the 1990's focused on the person-job fit with regard to the employee's wishes (employee related) and organizational mandates (job related). Edwards (1991) determined that employees with high person-job fit produce better results. There are a number of variables for person-job fit identified in the 1990's researches (Caldwell and O'Reilly, 1990; Edwards, 1996), including commitment to the job (Behery, 2009; Kristoff - Brown et al., 2005), job satisfaction (Erdogan and Bauer, 2005; Kristoff) performance and personality (Erdogan and Bauer, 2005). Organizations must meet their strategic goals and gain in the marketplace by hiring and keeping high performing employees (Lado and Wilson, 1994; Dessler, 2011).

The need of this study is identifying different aspects of working environment; this is not limited to employer's behavior towards employees or vice versa but also relationship between co-employees. Working environment not only focus on salaries and benefits but working condition

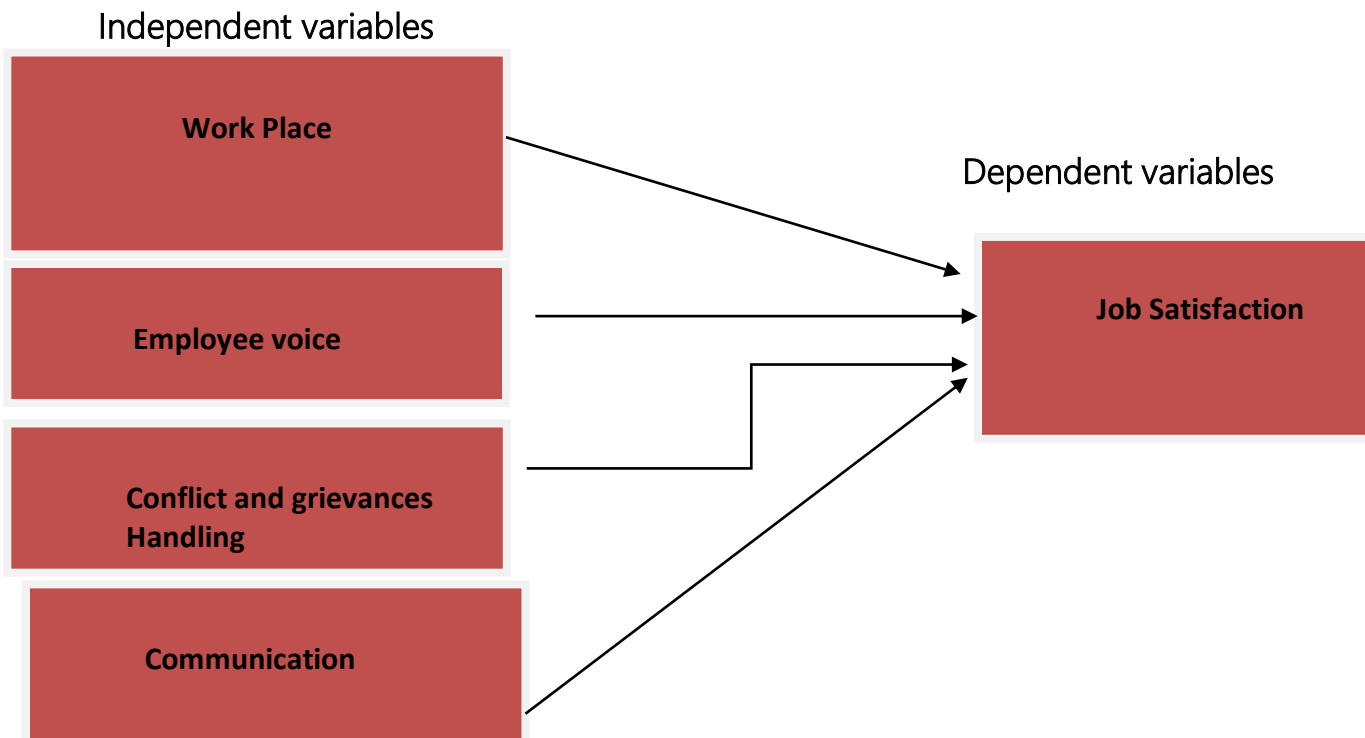
as a whole, particularly human relationship between management and employee and among employees. The study focus on the effect of employee relation on job satisfaction. The effect was shown in four variables (work place, employee voice, conflict& grievance handling and communication).

2.7. Conceptual frame work of the study

Based on the overall review of related literatures, the following conceptual framework in which this specific study is governed was developed.

It consists of four independent variables Work place, employee voices, communication and conflict and grievances handling & the dependent variable Job satisfaction has also included in the model to see if they have a relationship. The conceptual frame work of the study is depicted in the following Diagram.

Figure 2.1 Conceptual Framework of the Study



Source: Variables are adopted from various scholars work

2.8. Research Hypothesis

H1: Employee voice has a positive significant effect on Job Satisfaction

H2: Communication has a positive significant effect on Job Satisfaction

H3: Conflict and grievance handling has a positive significant effect on Job Satisfaction

H4: Work place has a positive significant effect on Job satisfaction.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

This section bargains on the point by point research design and Approach of the study. It clarifies the population of the study, sample size, sampling technique, data type & source, instrument of data collection, procedure of data collection, method of data analysis & Ethical considerations to be applied throughout the span of the study.

3.2. Research Design and Approach

Since the focus of this research is to find out the effects of employee's relation on job satisfaction in Dashen bank, explanatory design that help to answer the ‘why’ fundamental questions of the research was used. In addition to that cross sectional sampling and quantitative approach was used because cross sectional sampling helps for one time measurement. In this study observations are done at one point in time. Quantitative approach is used hence the result is presented in numerical terms. Further this research is designed to test the effects of employee's relation on job satisfactions through establishing causal link between employee relations with job satisfaction. The emphasis of this research design was considering a circumstance or an issue to clarify relationship among variables and connection between factors or to test whether one event causes another (Creswell, 2003). Therefore, the researcher argues that explanatory design is the proper research design to address research questions of the study.

3.3. Description of study variables

First variables are varies or changes in value. This study has used four independent variables and one dependent variable. The independent variables are Work place, employee voice, conflict and grievance handling and communication. On the other hand the dependent variable is Job satisfaction.

3.4. Description of study area and target population

Dashen Bank S.C. is selected for this specific study. The bank is chosen because it is one of the biggest and strongest private financial institutions in the country; it has more than twenty years of experience in the industry and its well-recognized in the financial sector. It has so many loyal customers and the bank has a history of introducing several technological advancements to the financial sector like ATM (Automatic Teller Machine), WAN (Wide Area Network) etc.

The target population is limited to permanent employees of Dashen Bank at Addis Ababa head office and selected branches only because the total numbers of employees was not manageable and exposes for errors during sample collection.

3.4.1. Target Population

To achieve the goal of the study the target population consists 1538 head office employees of the organization and Addis Ababa District branches. This study used proportional cluster sampling and selected by using simple random sampling.

Table 3.1 Total Number of population in Target study areas

No.	Area of target population	Number of professional employees	Total
1	Head office	299	19%
2	Branches under HO	78	5%
3	East Addis District	294	19%
4	North Addis District	301	20%
5	South Addis District	280	18%
6	West Addis District	286	19%
	Total	1538	100%

Source- Dashen Bank S.C. Human Resource Management Department December 31, 2020

3.5. Sampling technique/methods and sample size

3.5.1. Sample size

To determine the sample size the student researchers used the Kothari (2004, p.179) formula which provides to calculate sample sizes.

$$n = \frac{z^2 \times p \times q \times N}{E^2 (N-1) + z^2 \times p \times q} \quad n = \frac{1.96^2 \times 0.5 \times 0.5 \times 1538}{0.05^2 (1538-1) + 1.96^2 \times 0.5 \times 0.5} \quad n = 307$$

N= total population=1538

Z=confidence level = 95% 1.96

E= confidence interval= 5% 0.05

P and q = proportion= 0.5

n= sample size

There for this study used 307 sample sizes from 1538 total populations.

3.5.2. Sampling methods

The sampling method of this study is probability sampling which gives equal chance to select the elements. Under probability sampling cluster sampling is used, which guarantees better coverage of the population.

The sample was drawn from the existing professional employees of the Bank found in Addis Ababa by taking the four districts & head office as clusters.

The formula is provided by Kothari (2004) to calculate the number of elements selected from each clusters $i = n \cdot p_i$ $p_i = \text{clusters } i / N$

Where **i** = number of items selected from clusters **i**

P_i= proportion of population included in clusters **i**

n= total sample size

N= total population size

Accordingly after applying the above formula the number of respondents selected from each clusters was obtained which is illustrated in the following table

Table 3.2 proportionate stratified sample size of respondents

No.	Area of target population	Number of Branches under District	Sample Selected Branch	Number of professional employees	Proportionate sample of respondents
1	Head office	-	-	299	52
2	Branches under HO	2	2	78	44
3	East Addis District	34	7	294	53
4	North Addis District	37	8	301	57
5	South Addis District	35	7	280	50
6	West Addis District	32	6	286	51
	Total	138	30	1538	307

Source- Dashen Bank S.C. Human Resource Management Department December 31, 2020

To select the remaining 28 specific branches from each of the four districts of Addis Ababa to whom the questionnaires were handed over, a systematic selection formula by Opsomer & Francisco (2011) was used after ordering the branches in each of the four districts according to their grades. The formula states

$$Kth = N \setminus n$$

Where

K= the interval that n numbers of branches are to be taken for sample

N= total number of branches in the district

n= the desired sample of branches

3.6. Data Collection – Source, Types, Instruments

3.6.1. Source of Data

The data's for the study are obtained both from primary and secondary sources. Primary source include managers, employees and human resources department and secondary sources such as organization report, organization collective agreement book and management report.

3.7. Tools of Data Collection

All employee relation elements are included and addressed by the questionnaires. A questionnaire was used to address the large sample size of the research (i.e. employees) and also help to save time and cost in large sample size. A questionnaire is the most frequently used data collection instrument in educational research (Radhakrishna, 2007). It is a list of carefully designed questions or a set of questions usually in a highly structured written form to be answered by selected group of research participants or respondents (Gay, Mills and Airasian, 2009). The aim of a questionnaire is to find out what a selected group of participants do, think, or feel (Meyer, Becker, & Vandenberghe, 2004). The questionnaires were designed in a Five-point Likert-scale rating (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree).

The questionnaires were structured with two sections. First section was the demographic profile of the respondent. The second section was classified in four parts that structured dependent and independent variables. The questionnaires were distributed for 307 participants. Significantly, all the different levels were represented in the returned questionnaires.

3.8. Data Analysis – Model, Techniques, Software

There are three approaches or methods to conducting research: qualitative methods, quantitative methods and mixed methods (Creswell, 2009).

According to Susan (2011), a quantitative research is used to measure the problem by way of producing numerical data that can be transformed into usable statistics. It is used to measure attitudes, behaviors and other variables and generalize results from a larger sample population.

Since this study aims to gain deeper understanding and a fuller description of the effect of employee relation on job satisfaction the interpretive and positivist paradigm of research (quantitative approach) is most appropriate. Therefore, the researcher employed a quantitative method approach to collect and analyze data, integrate the findings, and draw inferences by using quantitative modes in this single study.

Data analysis was conducted using Statistical analysis method because it transfers raw data into a form that made them easy to understand and summary from. In this regard, SPSS (Statistical Package for Social Science) statistical tool was used for data analysis and Regression analysis to describe the relationship between variables.

The relationship between the dependent variable, Job Satisfaction and the four independent variables is expressed as a multilinear combination of the independent variables plus an error term.

Following Greene (2003), the multiple linear regression model was specified as:

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

Where: Y= Job Satisfaction

β_0 = Constant term

X_1 = Work place Relation

X_2 = employee voice and conflict and Grievance Handling (Employer - Employee Relation)

X_3 = communication (Employer - Employee Relation)

Where the β S are coefficients of independent variables, Xs are column vectors for the independent variables in this case; Work place, Employee voices, Communication and while ϵ is a vector of errors of prediction. The error was assumed to be normally distributed with an expected value of zero and a common variance.

3.9. Reliability and Validity Analysis

3.9.1. Reliability

Joppe (2000, as cited by Tesfayeboru, 2017) pointed that ‘... an accurate representation of the total population under study is referred to as reliable if the results of a study can be reproduced under a similar methodology...’. Reliability, by definition, refers to the extent to which studies can be replicated.

Reliability of this study was optimized in the following ways: first, the research design, procedures and methods of data collection, participants of the study and data analysis methods were identified and decided. These activities helped to gather adequate information from appropriate respondents. Second, the strategies used to maximize the reliability of the findings were to avoid untrustworthy data and bias on the part of the researcher during data collection and analysis (beliefs did not influence the research).

Table.3.3.Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N Items 4
.73	Communication
.70	Conflict and grievance
.71	Employee Voice
.78	work place

And finally, appropriateness of the data collection methods to the research question and triangulation of the data collected through the various methods maximized the reliability of the research.

3.9.2. Validity

According to Tesfayeboru (2017), generally, there are three key types of validity in a quantitative study:

- A. External Validity-** refers to the extent to which the findings of a particular study can be generalized across populations, contexts and time (Dellinger and Leech, 2007, as cited by Tesfayeboru, 2017). The validity of this research was maintained by using triangulation multiple sources of data and multiple research methods.
- B. Internal Validity-** is conceptualized as the degree to which the researcher is confident about the conclusion/inferences of the causal relationship between variables/events (Tashakkori and Teddlie, 1998, as cited by Tesfayeboru, 2017). In a hypothesis testing study, internal validity is normally pursued through complex statistical procedures that enable control over extraneous variables (Johnson et. al., 2007). In this study, several
 - Linear relationship between the independent and dependent variable(s).

3.10. Ethical Consideration

The study is conducted giving due consideration to ethical responsibility. This incorporates giving information to the respondents about the purpose of the study and the use of the information as well. Information obtained was held in strict confidentiality by the researcher. Respondents' privacy was retained so that participants would feel free and safe to express their ideas. Issues regarding employee' personal data, policies and strategies of the Bank and other highly classified information that need to be keep confidential were kept safe.

CHAPTER 4: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1. Introduction

As shown in the previous chapters, this research study endeavors to look at the effect of employee relation on Job satisfaction in Dashen Bank S.C Addis Ababa. A total of 307 questionnaires were distributed to employees found in Addis Ababa and 282 (92 %) useable questionnaires were obtained valid and used for further analysis. The data collected were presented, analyzed and interpreted using SPSS software version 25.

The questionnaire was developed in five scales ranging from 1(strongly disagree) to 5 (strongly agree). Harry and Deborah (2012) state that Likert scale data are analyzed at the interval measurement scale by calculating a composite score (sum or mean) from four or more Likert type items. Since the questionnaire of the study was developed as Likert scale, sum or mean was calculated for the Likert items of each variable during the data analysis procedure. According to Harry and Deborah (2012) descriptive statistics recommended for Likert scale data include mean for central tendency and standard deviation for variability, in addition other data analysis procedures recommended for such type of data include Pearson's correlation (r), ,ANOVA, and regression analysis.

Given that all of the independent and dependent variables of the study consist of Likert scale data, and given that the aim of investigation was to test the effect of the independent variables (Work place, employee voices, communication and conflict grievances handling).

On the dependent variable (Job satisfaction), the most appropriate statistical test for testing the hypothesis of the study was found to be measures of central tendency (mean & standard deviation), independent sample ANOVA, and multilinear regression analysis.

4.2. Demographic Background of Respondents

Descriptive statistics using frequencies is used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder:

Table 4.1 Descriptive statistics table of demographic Respondents

Ser. No.	Background	Distribution	Frequency	Percentage
1	Gender	Male	168	59.57%
		Female	114	40.40%
		Total	282	100.00%
2	Age	Under 25	8	2.84%
		25-34	160	56.74%
		35-44	78	27.66%
		45-54	36	12.77%
		Total	282	100.00%
3	Level of Education	Diploma	8	2.84%
		1 st Degree	168	59.57%
		Masters	106	37.59%
		Total	282	100.00%
4	Work Experience	Below 5 years	78	27.15%
		6 to 10 years	100	35.46%
		11 to 15 years	68	24.11%
		above 15 years	36	12.77%
		Total	282	100.00%
5	Job title / Position	CSM	32	11.35%
		Auditor	28	9.93%
		Cashier	32	11.35%
		CSO	94	33.33%
		RM	34	12.06%
		Manager	38	13.48%
		Other	24	8.51%
		Total	282	100.00%

Source: own survey 2021

4.3. Descriptive Statistics of the Study Variables

It was employed to examine the mean and standard deviation of the responses of respondents with regards to the four factors affecting Job satisfaction (Work Place, Employee Voice, conflicts and grievance & communication

(Zaidatol, 2009) reveals the mean & standard deviation of the responses of employee's with respect to the four independent variables of the study. Mean score < 3.39 was considered as low, the mean score from 3.40 - 3.79 was considered as moderate and mean score > 3.8 was considered as high as illustrated by comparison bases of mean of score of five point Likert scale instrument

Table 4.2 Descriptive statistics for Work Place

No	work place	Mean	Std. Deviation
1	My work place is comfortable to perform daily job	3.78	0.90
2	My work place is properly stable and clean	3.83	0.92
3	My work place gives pleasure to customer	3.78	0.90
4	I feel safety on my work place	3.92	0.98
5	I enjoy serving my customers at my work place	3.75	0.84
6	I am satisfied in my work place	3.70	0.80
	Total Mean	3.79	

Source- own survey 2021

Result of the analysis above table of work Place Q2 and Q4 the respondents perceive high level.

This implies that the most respondent are agreed to the above statements. They feel safe and their

work place is proper and clean. From Q1, Q3, Q5 and Q6, respondent perceive moderate level. The aggregate mean scored from the above table is 3.79; this implies that the question gathered from the respondent shows a moderate level to their work place.

Table 4.3 Descriptive statistics for Employee Voice

No	Employee Voice	Mean	Std. Deviation
1	My voice is respected by supervisors and that makes me satisfies in my job	3.3	0.97
2	Supervisor feel free to give feedback to their employee's and employee's feel free to give feedback to their supervisors that makes me satisfied in my job	3.2	0.95
3	My voice is well heard & that satisfies me with my job	3.3	0.91
4	Employers have technique to hear employee voice	3.0	0.85
5	Supervisors often express gratitude to their employees and employees also often express gratitude toward their supervisor	3.1	0.90
	Total Mean	3.2	

Source- own survey 2021

Result of the analysis from the above table shows that all the respondent to the listed question perceived low level. This implies that employee did not agreed with employee voice heard system by the bank. Moreover, the aggregate mean scored is 3.2 is low level and clearly shows that the respondent are not satisfied with their voice handled by the bank.

Table 4.4 Descriptive statistics for conflict and grievance handling

No	Conflict and grievance handling	Mean	Std. Deviation
1	Supervisors try to address and resolve any conflict in the organization	3.31	0.90
2	The supervisor gives answer to grievance to quickly	3.26	0.87
3	Grievance letter have its own standard	3.21	0.95
4	Any conflict have penalty level to which subordinates agreed to	3.28	0.87
5	Any penalty levied on a conflict is based on the willingness of supervisor	3.29	0.90
6	The conflict resolution approach of the organization increases my job satisfaction	3.24	0.99
	Total Mean	3.29	

Source- own survey 2021

Result of the analysis from the above table shows that all the respondent to the listed question perceived low level. This implies that employee did not agreed with conflict and grievance handling heard system by the bank. Moreover, the aggregate mean scored is 3.29 is low level and clearly shows that the respondent are not satisfied with their conflict and grievance handled by the bank.

Table 4.5 Descriptive statistics for communication

No	Communication	Mean	Std. Deviation
1	labor union have proper collective agreement that the management obey	3.04	0.83
2	All employee need to be member of this union	2.94	0.79
3	I believe that the union protects me from any unfair judgment	2.74	0.70
4	I believe my voice will be heard by this union	2.62	0.62
Total Mean		2.87	

Source- own survey 2021

According to the analysis the above table shows that all the respondent to the listed question perceived low level. This implies that employee did not agree with communication made by the employer and employee. This can affect the satisfaction level of the employee in the bank. Moreover, the aggregate mean scored is 2.87 is low level and clearly shows that the respondent are not satisfied.

Table 4.6. Descriptive statistics for Job Satisfaction

No	Job satisfaction	Mean	Std. Deviation
1	I am satisfied with my supervisors	3.60	0.96
2	I am satisfied with my workload	3.46	0.98
3	I am satisfied with my job security	2.48	0.94
4	I am satisfied with my salary	2.68	0.99
5	I am satisfied with working hours	3.61	0.99

Effect of Employee Relation on Job Satisfaction

6	I am satisfied because there is opportunity for promotion	2.14	0.18
7	I am satisfied with the treatment from supervisor	2.43	0.96
Total Mean		2.91	

Source- own survey 2021

According to the analysis made in above table of Job satisfaction, Q1, Q2 and Q5 the respondent perceive moderate level. This implies that the most respondent are agreed to the above statements and are satisfied. Q3, Q4, Q6 and Q7, respondent perceive low level. This implies that the respondents not satisfied and disagree with the statements. The aggregate mean scored from the above table is 2.91; this implies that the question gathered from the respondent shows a low level satisfaction in aggregate level in their job.

4.4. Correlation Analysis

In this study, correlation analysis is conducted to understand the relationship between the independent variables (Work Place, communication, employee voice, conflict and grievance handling) with the dependent variable Job satisfaction.

Pearson's correlation coefficient(r) was used to indicate the strength and direction of relationship using the guide that Evans (1996) suggests for the absolute value of(r) as mentioned in (Beldjazia and Alatou, 2016): 0.00-0.19: "**very weak**", 0.20-0.39: "**weak**", 0.40-0.59: "**moderate**", 0.60-0.79: "**strong**" & 0.80-1.0: "**very strong**". In addition, the p-value was used to indicate the significance of the relationship.

Table 4.6 correlation matrix of the independent variables & Job Satisfaction
Correlations

		work place	Employee voice	conflict and grievance handling	communication	job satisfaction
work place	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	282				
Employee voice	Pearson Correlation	.510**	1			
	Sig. (2-tailed)	0.000				
	N	282	282			
conflict and grievance handling	Pearson Correlation	.341**	.341**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	282	282	282		
Communication	Pearson Correlation	.359**	.267**	.293**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	282	282	282	282	
job satisfaction	Pearson Correlation	.460**	.401**	.341**	.495**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	282	282	282	282	282

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

Source- own survey 2021

4.4.1 Correlation between job Satisfaction & Work place

The above table indicates that there is a moderate positive relationship between job Satisfaction & Work Place in Dashen Bank S.C ($r=.460$, $p<0.001$). This finding is similar with Ram & Prabhakar (2011).

4.4.2 Correlation between Job satisfaction & Employee Voice

Employee Voice was also found to have a moderate positive relationship with Job satisfaction ($r=.401$, $p<0.01$). This finding is similar with Ram (2011) study & indicates in this case if the organization creates to hear his employee's voice what they think about their job and try to address their need, the organization can get the maximum output from his employee and his employee's also loved their jobs. This situation creates Win-Win output. This also implies that employee voice and job satisfaction have positive relationship.

4.4.3 Correlation between Job Satisfaction & Communication

According to the above table Job satisfaction and Communication were found to be positively & moderately related ($r= .495$, $p< 0.01$). This finding is similar with Prabhakar (2011) study .This indicates in this case when the communication maintained in the origination between employee to employer and employer to employee, job satisfaction of worker will be increase. Also job satisfaction and communication have positive relationship.

4.4.4. Correlation between Job Satisfaction & conflict and grievance

Handling

According to the above table conflict and grievance handling was found to have a positive & weak relationship with Job satisfaction ($r=.341$ $p<0.01$). This is in consistence with the findings by Saks 2007 where conflict and grievance handling was found to have a positive relationship with Job satisfaction. This indicates that employee's high conflict and grievance

occur in organization, it will lack job satisfaction but if the organization creates a proper and fear handling techniques it can creates trust on the employee's. Also this shows that job satisfaction and conflict and grievance handling have positive and weak relationship.

4.5 Regression Analysis

Regression analysis is conducted to understand by how much the combination of independent variables explains the dependent variable. Before regression analysis was conducted, normality & multi-co-linearity tests were conducted to test regression assumptions. The results are presented as follows.

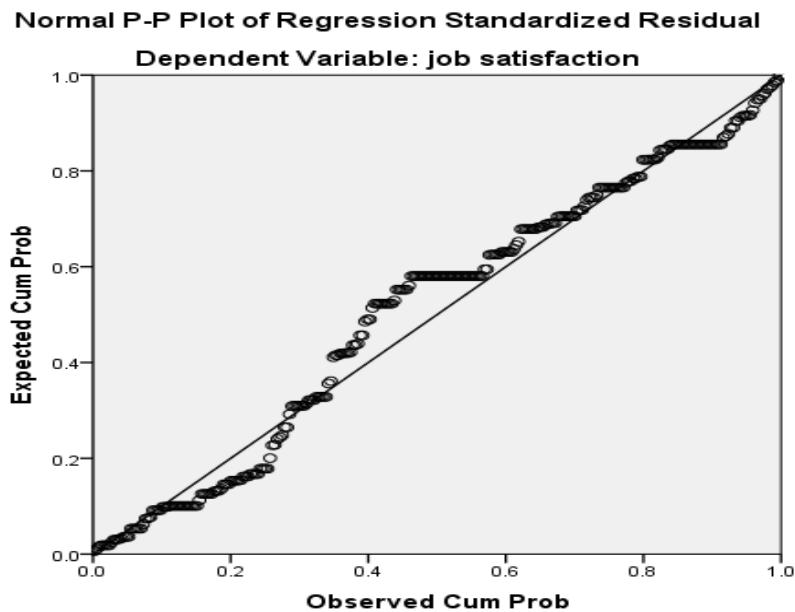
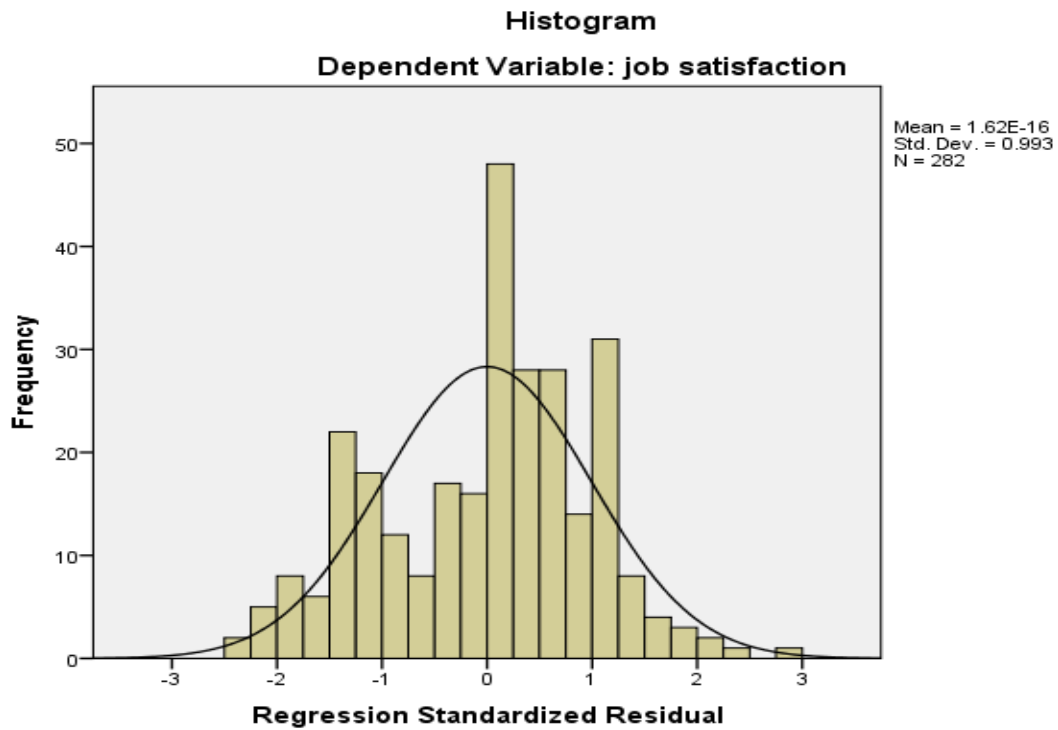
4.5.1 Normality Test

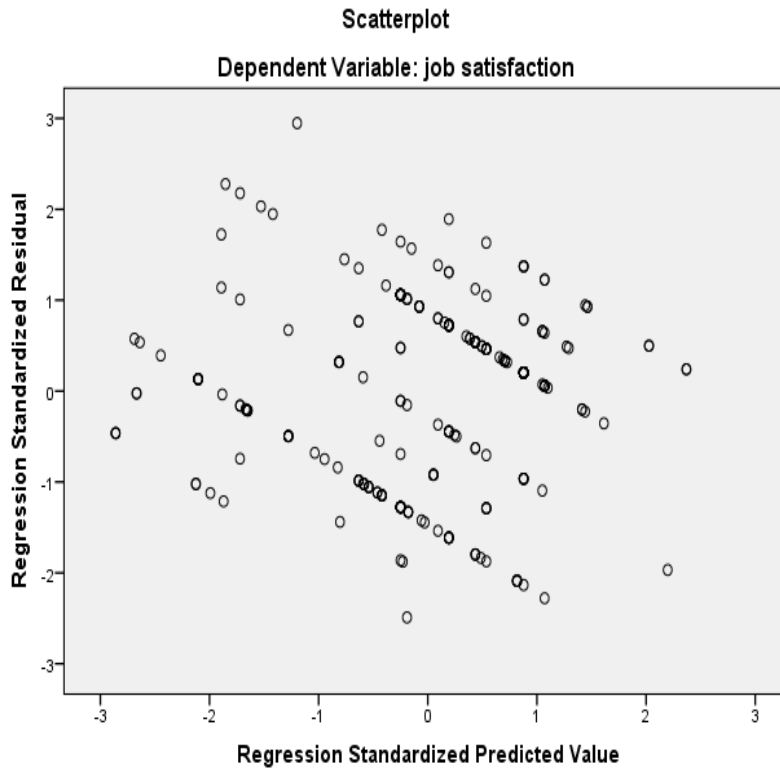
According to West et al. (1996) as stated in Kim (2013), interpretation of normality is based on the absolute value of skewness and kurtosis & substantial non-normality is referred for absolute value of skewness larger than 2 & absolute value of kurtosis larger than 7. Thus, based on the result of the table below the normality of the distribution is satisfied for this data.

Table 4.7 Result of normality test

Statistics					
		communication	conflict and grievance handling	Employee voice	work place
N	Valid	282	282	282	282
	Missing	0	0	0	0
Skewness		-1.513	-1.361	-0.230	0.206
Std. Error of Skewness		0.145	0.145	0.145	0.145
Kurtosis		1.598	1.246	-1.441	-1.245
Std. Error of Kurtosis		0.289	0.289	0.289	0.289

4.5.1.1. Histogram and PP graph normality test dependent and Independent variables





4.5.2. Multi-co Linearity

Multi-co linearity arises when two or more independent variables are highly correlated with each other. Multi-co linearity test was done so as to establish if the independent variables (conflict and grievance handling, Communication, Employee voice and work place) are inter-related with one another others or not. For this study, the co-linearity tests were conducted using correlation analysis, tolerance and variance inflation factor (VIF) analysis. As a confirmation of the above finding, tolerance and variance inflation factor (VIF) analysis was used to determine the multi-co linearity. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious co linearity problem. Burns and Burns (2008) also state that a VIF value greater than 10 is also a concern. In this study, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10 which indicates that Multi-co linearity is not an issue in this study.

Table 4.8. Result of Multi co linearity test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
	conflict and grievance handling	0.846	3.182
	Employee voice	0.708	3.413
	work place	0.708	3.421
	Communication	0.654	4.321

Source: own survey 2021

4.6. Result of multiple linear regression analysis

Table 4.9. ANOVA, Model Summary and Coefficients tables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.05	0.28		-0.17	0.86
	work place	0.22	0.05	0.22	3.81	0.00
	Employee voice	0.14	0.05	0.28	2.60	0.01
	conflict and grievance handling	0.12	0.05	0.33	2.16	0.31
	Communication	0.47	0.02	0.34	6.55	0.00

Source- own survey 2021

According to the above table, Work Place and Communication have significant effect on Job satisfaction in Dashen Banks S.C, ($p < 0.01$). This finding also is in line with the finding of Mahmud et al.(2013) and Justius (2013). All agree on their findings that to increase employee's in work place and formal communication need to maintain.

This is in line with the findings by Kahn (1990) that organizations have the system that address employee's voices are highly satisfied by their job. The results of the study is also supported by Ram and Prabhakar(2011) finding that respondents whose jobs were designed to be using their

Skill sets, and whose work was significant. In the final outcome experienced a higher level of job satisfaction on their work.

Table 4.10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.608 ^a	0.69	0.60	0.85

Conflict and grievance handling was also found to be another factor that significantly affects employee job satisfaction in Dashen Bank S.C.

This model summary table predicts that the variance of those independent variables work place, communication, Employee voice and Conflict and grievance handling occurs in aggregate in the dependent variable (Job Satisfaction). R² tells that those independent variables take 69% of variance on the dependent variable. From the findings shown in the table above there was a strong positive relationship between the dependent variable and independent variables as shown by 0.85

4.7. Result of ANOVA for Job satisfaction

An ANOVA was conducted to investigate whether the level of respondents on job satisfaction varies significantly across dependent variables.

Table 4.11. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	118.719	4	29.67	40.51	.000 ^b
	Residual	202.897	277	0.73		
	Total	321.617	281			

source- own survey 2021

The results indicate that the level of dependent variables (Job Satisfaction) significantly Varies across Independent variables (Work Place, employee voices, communication and conflict & grievance handling). Thus, the author found that relationship exists between independent variables and level of job satisfaction in Dashen Bank S.C. This is similar with the finding of Biniyam (2020) who concluded that positive relationship exists between employee relation and level of job satisfaction. This implies the fact that level of Job satisfaction have various with Work Place employee voices, communication and conflict & grievance handling and level employees job satisfaction also various and the overall regression model is significant $F(4,277) = 40.51, P < 0.01, R^2 = .69$

4.12. Hypothesis result

H1: Employee voice has a positive significant effect on Job Satisfaction?

The result of multiple regression analysis indicate that employee voices has no significant effect on job satisfaction because the p value is equal to 0.01 ($p < 0.01$) beside the value of beta in feedback ($\beta = 0.28$) shows the positive effect on job satisfaction. The respondents perceived Employee Voice existences have low in Dashen Bank S.C. This indicate that the bank did not maintain well-structured system to hear his employee's voices but if the company build good structure to hear the employee voice it can create employee job satisfaction. This implies that Ho1 is accepted and Employee Voice has no statistically significant positive relationship with job satisfaction.

H2: Communication has a positive significant effect on Job Satisfaction?

The result of multiple regression analysis indicate that communication has significant effect on job satisfaction because the p value is less than to 0.01 ($p < 0.01$) beside the value of beta in feedback ($\beta = 0.34$) shows the positive effect on job satisfaction. The respondents perceived communication existence have positive significant effect on employee satisfaction in Dashen Bank S.C. therefore, there is formal communication between employee and employer in Dashen bank With this justification H2 is accepted and communication have statistically significant positive relationship with job satisfaction.

H3: Conflict and grievance handling has a positive significant effect on Job Satisfaction

The result of multiple regression analysis indicate that Conflict and grievance handling has no significant effect on job satisfaction because the p value is greater than to 0.01 ($p < 0.01$) beside

the value of beta in feedback ($\beta=0.33$) shows the positive effect on job satisfaction. Alongside there is technique maintained in the bank but it is not in satisfactory level. This implies that Ho3 is accepted conflict and grievance handling has no statistically significant positive relationship with job satisfaction.

H4: Work place has a positive significant effect on Job satisfaction?

The result of multiple regression analysis indicate that workplaces has positive significant effect on job satisfaction because the p value is less than to 0.01 ($p<0.01$) beside the value of beta in feedback ($\beta=0.22$) shows the positive effect on job satisfaction. This indicates that H4 is accepted and Work places have statistically significant positive relationship with job satisfaction.

Table 4.12 Summary of Hypothesis testing

S.N	Hypothesis	Result
1	H1: Employee voice has a positive significant effect on Job Satisfaction?	Rejected
2	H2: Communication has a positive significant effect on Job Satisfaction?	Accepted
3	H3: Conflict and grievance handling has a positive significant effect on Job Satisfaction	Rejected
4	H4: Work place has a positive significant effect on Job satisfaction?	Accepted

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This part presents rundown of findings, the conclusion of the study based on the research findings and recommendation for the bank on areas that need improvement.

5.2 Summary of Findings

The reason for this examination was to study the Effect of employee relation on job satisfaction in Dashen Bank S.C Addis Ababa area by quantitative mode. The summaries of major findings are as follows:

- Result of the analysis above table of work Place Q2 and Q4 the respondents perceive high level. This implies that the most respondent are agreed to the above statements. They feel safe and their work place is proper and clean.
- Q1, Q3, Q5 and Q6, respondent perceive moderate level. The aggregate mean scored from the above table is 3.79; this implies that the question gathered from the respondent shows a moderate level to their work place.
- The above table shows that all the respondent to the listed question perceived low level on employee voice. This implies that employee did not agreed with employee voice heard system by the bank. Moreover, the aggregate mean scored is 3.2 is low level and clearly shows that the respondent are not satisfied with their voice handled by the bank.
- Result of the analysis from the above table shows that all the respondent to the listed question perceived low level on conflict and grievance handling. This implies that

employee did not agreed with conflict and grievance handling heard system by the bank.

Moreover, the aggregate mean scored is 3.29 is low level and clearly shows that the respondent are not satisfied with their conflict and grievance handled by the bank.

- According to the analysis the above table shows that all the respondent to the listed question perceived low level on communication. This implies that employee did not agreed with communication made by the management and employee. This can affect the satisfaction level of the employee in the bank. Moreover, the aggregate mean scored is 2.87 is low level and clearly shows that the respondent are not satisfied.
- According to the analysis made in above table of Job satisfaction, For Q1, Q2 and Q5 listed the respondent perceive moderate level on their job. This implies that the most respondent are agreed to the above statements and are satisfied.
- For Q3, Q4, Q6 and Q7, the respondents perceive low level. This implies that the respondents not satisfied and disagree with the statements. The aggregate mean scored from the above table is 2.91; this implies that the question gathered from the respondent shows a low level satisfaction in aggregate level in their job.
- There is moderate positive relationship between job Satisfaction & Work Place in Dashen Bank S.C ($r=.460$, $p<0.001$). It implies if the work place is in the proper manner to serve customers and the employee's satisfaction in their job will increase. Work place and job satisfaction have positive or direct relationship.
- Employee Voice was also found to have a moderate positive relationship with Job satisfaction ($r=.401$, $p<0.01$). It indicates in this case if the organization creates to hear the employee's voice what they think about their job and tries to address their need, the organization can get the maximum output from his employee.

- Communication were found to be positively & moderately related ($r = .495$, $p < 0.01$). This indicates when the communication maintained in the origination between employee to employer and employer to employee, job satisfaction of worker will be increase.
- Conflict and grievance handling was found to have a positive & weak relationship with Job satisfaction($r = .341$ $p < 0.01$). This is in consistence with the findings by Saks 2007 where conflict and grievance handling was found to have a positive relationship with Job satisfaction. This indicates in this case that employees' high conflict and grievance occur in organization, it will lack job satisfaction but if the organization creates a proper and fear handling techniques it can create trust on his employee's.
- Independent variables (Work Place, employee voices, communication, and conflict and grievances handling) occur in aggregate in the dependent variable (Job Satisfaction). R^2 tells that those independents variables take 69 % of variance on the dependent variable.
 - Organizations have the system that address employee's voices are highly satisfied by their job. Employee jobs were designed to be using their skill sets, and whose work was significant. In the final outcome experienced a higher level of job satisfaction on their work.
 - Dependent variables (Job Satisfaction) significantly Varies across Independent variables (Work Place, employee voices, communication, and conflict and grievances handling). Thus, the author found that relationship exists between independent variables and level job satisfaction in Dashen Bank S.C

5.3. Conclusion

Based on the findings of the study the following conclusions were made:

This study attempted to examine the effect employee relation on job satisfaction in Dashen Bank S.C. The results obtained demonstrate that from the selected sample and try to find the effect between employee relations in job satisfaction.

The study also revealed that the four selected independent variables i.e. work place, communication, conflict & grievance, and employee voice) in Dashen bank S.C. The results are consistent with the results obtained by Ram & Prabhakar (2011), Saks (2006), DamianusAbun et al (2019).

This study found out that there is a moderate and positive relation in accordance with Employee Voice in Dashen Bank but in line with conflict & grievance handling; the responses show that weak handling process in Dashen bank however the independent variables have positive relation with job satisfaction. This implies our research objective no. 1 is to assess if there relation between employee Voice and Grievance handling in Dashen Bank S.C is answered and addressed by this study.

This study respondents also revealed that there is a moderate and positive relation between job satisfaction with work place and communication in Dashen Bank S.C this implies our research objective no. 2 is to assess the relation between Communication in Dashen Bank S.C is answered and addressed by this study.

This is because employees who are provided good work places are highly engaged to do their job happily while serving their customer. Also maintaining smooth and proper employee relation are likely to reciprocate with high level of job satisfaction & also when employees recognize their voice, get answer for the question they are likely to reciprocate with higher level of job satisfaction. This implies our research objective no. 3 is to assess the relation between employee relations and job satisfaction in Dashen Bank S.C is answered and addressed by this study.

The study demonstrated that there is a statistically significant positive relationship on job satisfaction across employee relation in Dashen Bank S.C. which shows that the bank needs to consider these work places, communication, employee voice issues trying to design mechanisms to improve the job satisfaction on the bank. According to this all independent variables have significant effect on job satisfaction in Dashen bank.

The research result revealed that there is no formal and well- structured system to hear employee's voice in Dashen Bank S.C. for this reason employees had a high level of job dissatisfaction and did not know how they can show there voice to the management.

The study result revealed that there is a weak practice of handling conflict and grievance in the Dashen bank S.C, Employees had a high level of job dissatisfaction on how communication within the organization was carried out.

The results of the study also revealed that the bank doesn't have a culture of conducting formal employee engagement surveys & that it doesn't have any idea about how its current initiatives are affecting the engagement of employees. Therefore, the results of the study would help the bank to identify the importance of conducting employee engagement survey as it would help it to focus on key areas.

The study concludes that overall if a good workplace relationship between employer and employee of the Dashen bank S.C in terms of its correlation with job satisfaction, the study showed is significantly correlated to employee Voice. Employee Voice was also found to have a moderate positive relationship with Job satisfaction contributing factor to increase job satisfaction and consequently increase performance and productivity.

The study also reveals that communications were found to be positively & moderately related. This indicates when communication is maintained between employer to employee, job satisfaction of worker will be increased. More over Conflict and grievance handling was found to have a weak but positive relationship with Job satisfaction. This indicates that employees' high

conflict and grievance occur in organization, it will not have job satisfaction but if the organization creates a proper and fair handling techniques it can create trust on the employee's.

The study also shows that there is a connection or relation between employee relation and job satisfaction. These findings reveal employee relation and job satisfaction have a positive or direct relation.

5.4. Recommendation

Based on the findings of the study the following recommendations have been forwarded to the bank:

The bank needs to focus and work on the relation between employee to employer and the environment to create sustainable satisfaction on workers. More over implementation of employee relation practices in the bank can lead to achieve the goal and its objective.

This study is to determine the effect of employee relation on job satisfaction. Those effects are considered by determining work place, employee voices, communication and conflict and grievances handling. The study concluded that work place, communication, employee voice and conflict and grievance handling to determine the job satisfaction. The current study has found similar finding that good workplace relationship significantly contributes to job satisfaction and therefore the following recommendations are

Drawn:

- Workplaces have positive relation with job satisfaction. Those factors to be monitored and improved are conflict and grievance handling between employer and employee and among employees. The bank needs standards to monitor the conflict resolution on sides, respect and fair treatment from both sides, honest feedbacks from both sides.
- The bank management needs to reconsider its communication strategy. Because there is lack or delay of information about new products, procedures and policies and other.

- The executives need to screen and further develop workplace lay out through projects or exercises that advance regard toward fellow workers, cooperation, communication, help and support among employees and honest feedbacks among employees.
- In terms of job satisfaction, the organization needs to focus on improving factors that are crucial to job satisfaction such as communication, work place (job security, working hours), and employer to employee relation (fair treatment from management, and promotion to those who deserve).
- The bank should be fair and consistent during employing dispute resolution mechanisms and also conducting conflict and grievance handling mechanism of organizational policies and procedures. I.e. the policies shouldn't discriminate any one and should be applied consistently.
- To create job satisfaction between the employee's work place and employee voice need to monitor by the bank because the study reveals that low handling mechanism

5.5. Limitations and Further Research Areas

This study was conducted to show that effect of employee relation on job satisfaction targeting to Dashen bank clerical staff that have direct relation and those found at Addis Ababa in districts and branches. Hence, the following could be considered for future research:-

- ✓ This study on effect of employee relation on job satisfaction focusing only two head offices branches and 28 branches found in Addis Ababa districts only. It can be extended to more comprehensive study that incorporate upcountry (Outside of Addis Ababa) Area Banks of Dashen bank.

- ✓ The study can also be extended to include all other Commercial Banks found in Ethiopia so that the findings can be useful to conclude about agency banking services in Ethiopian context.

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Annex

Dear Respondent:

I would like to express my earnest appreciation for your generous time, honest and prompt response.

Objective of the questionnaire

This questionnaire is designed to collect data about “The **Effect of Employee Relation on Job Satisfaction in the Ethiopian Banking Sector in case of Dashen Bank S.C Addis Ababa selected branches**” The information that you provide me with this questionnaire will be used as primary data in my case research. This research is to be evaluated in terms of its contribution in understanding the situation and its contribution to improvement in this area. As a result, the effectiveness of the research is highly dependent on your contribution of providing accurate & reliable data. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose i.e. the secrecy of the information you provide is strictly protected.

Voluntary Participation

Please note that participation in this research is entirely voluntary

Section I: Demographic profile

INSTRUCTIONS: This part of the questionnaire asks you're personal and job related information. Please respond to each question by circling the choice that represents your personal profile.

1. Sex

1. Male 2. Female

2. Age

- 1) Under 25 2) 25-34 3) 35-44 4) 45-54 5) 55 and above

3. Level of Education

- 1) Diploma 2) First Degree 3) Masters 4) PHD and above

4. Work experience in the Bank

- 1) Up to 5 years 2) 6 to 10 years 3) 11 to 15 years 4) over 16 years

5. Job title / Position

- 1) Customer Service Manager 2) Auditor 3) Cashier

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4) Customer Service officer

5) Relation Manager

6) Managers

7) Other

Section II: Factors affecting employee engagement

INSTRUCTIONS : The following statements are designed to assess the impact of Three variables on Job Satisfaction in Dashen Bank S.C Please indicate your level of agreement/disagreement with each of the statements by putting (√) mark inside the box

	1	2	3	4	5
1. Work Place Relation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. My work place is comfortable to perform daily job					
7. My work place is properly stable and clean					
8. My work place gives pleasure to customer					
9. I feel safety on my work place					
10. I enjoy serving my customers at my work place					
11. I am satisfied in my work place					
	1	2	3	4	5
2. Employer-Employee Relationship	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee voice					
12. My voice is respected by supervisors and that makes me satisfies in my job.					
13. Supervisor feel free to give feedback to their employee's and employee's feel free to give feedback to theirsupervisors that makes me satisfied in my job					
14. My voice is well heard & that satisfies me with my job					
15. Employers have technique to hear employee voice					
16. Supervisors often express gratitude to their employees and employees also often express gratitude toward theirsupervisor					
Conflict and grievances handling					

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17. Supervisors try to address and resolve any conflict in the organization					
18. The supervisor gives answer to grievance to quickly					
19. Grievance letter have its own standard					
20. Any conflict have penalty level to which subordinates agreed to.					
21. Any penalty levied on a conflict is based on the willingness of supervisor					
22. The conflict resolution approach of the organization increases my job satisfaction					

	1	2	3	4	5
3. Employee-employee Relationship	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Communication					
28. labor union have proper collective agreement that the management obey					
29. All employee need to be member of this union					
30. I believe that the union protects me from any unfair judgment					
31. I believe my voice will be heard by this union					

	1	2	3	4	5
4. Job Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
32. I am satisfied with my supervisors.					
33. I am satisfied with my workload					
34. I am satisfied with my job security					
35. I am satisfied with my salary					
36. I am satisfied with working hours					
37. I am satisfied with my co – employees					

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38. I am satisfied because there is opportunity for promotion					
39. I am satisfied with the treatment from supervisor					