



**ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE**

**EMPLOYEE RELATIONS MANAGEMENT PRACTICE: THE CASE OF  
ETHIOPIAN MANAGEMENT INSTITUTE**

**BY  
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*Employee Relations Management Practice: the Case of Ethiopian Management  
Institute*

**By**

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**A Thesis Research Submitted to Office of Graduate Studies in Partial  
Fulfillment of the Requirements for Degree of Master of Arts in Human  
Resource Management**

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## **Declaration**

I declare that this thesis research entitled as “Employee Relations Management Practice: the Case of Ethiopian Management Institute” is my own work, and has not been submitted for a degree of any other university, and that all sources of material used for the thesis have been properly acknowledged.

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## **Letter of Certification**

This is to certify that student Assefa Adefris Legesse has carried out his thesis research work on the topic entitled “**Employee Relations Management Practice in the case of Ethiopian Management Institute**” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts Degree in Human Resource Management.

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## Approval

This is to approve that the thesis research conducted by Assefa Adefris Legesse, on the title; **“Employee Relations Management Practice in the case of Ethiopian Management”** Institute; in partial fulfillment of the requirements for the award of the degree of Master of Arts in Human Resource Management, with the regulation, originality, and accepted standards of the university.

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## **Dedication**

This thesis work is dedicated to the loving memory of my father, whose humbling love and inspiration remain unsurpassed even though he passed away from this world. His persistent encouragement and support makes me feel fruitful in my life, but I regret that he did not live long enough to witness this success. May the glory of God rest his soul! Rest in Peace!

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## Table of Contents

Declaration .....	iii
Letter of Certification.....	iv
Approval.....	v
Dedication .....	vi
Acknowledgements .....	vii
Table of Contents .....	viii
List of Tables.....	xi
Acronyms /Abbreviations .....	xii
Abstract .....	xiii
Chapter One .....	1
Introduction.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem .....	3
1.3. Basic Research Questions .....	5
1.3.1. General Research Question.....	5
1.3.2. Specific Research Questions.....	5
1.4. Objectives of the Study .....	5
1.4.1. General Objective .....	5
1.4.2. Specific Objectives .....	6
1.5. Significance of the Study .....	6
1.6. Scope /Delimitation of the Study .....	6
1.7. Definition of Key Terms .....	7
1.8. Organization of the Thesis Report .....	7
Chapter Two.....	8
Review of Related Literatures .....	8
2.1. Introduction .....	8

2.2. Conceptual Review .....	8
2.2.1. The Concept of Employee Relations .....	8
2.2.2. Perspectives on Employee Relations.....	9
2.2.3. Approaches to Employee Relations.....	11
2.2.4. Processes of Employee Relations .....	11
2.2.5. Importance and Functions of Employee Relations.....	12
2.2.6. Managing Employee Relations in Organizations .....	13
2.2.6.1. Employee Relations Climate .....	13
2.2.6.2. Employee Representation /Voice .....	14
2.2.6.3. Conflict Management .....	15
2.2.6.4. Employee Grievance Handling.....	17
2.2.6.5. Employee Work-Life Quality .....	18
2.3. Empirical Review.....	19
2.4. Conceptual Framework of the Study.....	21
Chapter Three.....	22
Research Methodology .....	22
3.1. Introduction .....	22
3.2. Research Paradigm.....	22
3.3. Research Design and Approach .....	22
3.4. Time Horizon of the Study.....	23
3.5. Description of Study Constructs/variables.....	23
3.6. Description of the Study Area and Target Population .....	24
3.7. Sampling Techniques and Sample Size .....	24
3.8. Data Type, Source, and Instruments for Data Collection .....	26
3.9. Methods of Data Analysis, Presentation, and Interpretation.....	27
3.10. Instrument Validity and Reliability.....	27
3.11. Ethical Considerations.....	29

Chapter Four .....	30
Results and Discussion .....	30
4.1. Introduction .....	30
4.2. Response Rate .....	30
4.3. Demographic Profile of Respondents .....	31
4.4. Normality of the Data.....	33
4.5. Group Difference Analysis Result .....	33
4.6. Test of Significance Analysis Result .....	35
4.7. Correlation Analysis of the Study Constructs.....	35
4.8. Factor Analysis of the Study Constructs .....	36
4.9. Respondents’ Perception of ERM Practice at EMI.....	36
4.9.1. Respondents’ Perception of ERC at EMI.....	36
4.9.2. Respondents’ Perception of ER/V at EMI.....	39
4.9.3. Respondents’ Perception of CM at EMI.....	41
4.9.4. Respondents’ Perception of GH at EMI.....	44
4.9.5. Respondents’ Perception of Employees’ QWL at EMI.....	46
Chapter Five.....	50
Summary of Findings, Conclusions, and Recommendations .....	50
5.1. Introduction .....	50
5.2. Summary of Major Findings .....	50
5.3. Conclusions of the Study .....	52
5.4. Recommendations of the Study.....	53
5.5. Research Limitations and Areas of Further Research.....	55
5.5.1. Limitations of the Study .....	55
5.5.2. Areas for Further Studies.....	55
References .....	56
APPENDICES.....	63

## List of Tables

Table 3.1: Description of Study Constructs/Variables.....	24
Table 3.2: Proportional Sample Size of Employees.....	26
Table 3.3: Total Sample Size of Respondents.....	27
Table 3.4: Measurement Scales' Internal Consistency Analysis Result.....	29
Table 3.5. Total Reliability Result of Measurement Scale.....	29
Table 4.1: Response Rate.....	31
Table 4.2: Respondents' Background Information.....	32
Table 4.3: Normality test of the data.....	37
Table 4.4: One-Sample Test.....	38
Table 4.5: T-Test of Core & Support Staff perception of ERM Practices at EMI.....	39
Table 4.6: F-Test of ERM practices.....	39
Table 4.7: Bivariate Correlation Matrix for the Constructs.....	40
Table 4.8. : KMO and Bartlett's Test.....	41
Table 4.9.: Employees' Perception of ERC of EMI.....	42
Table 4.10: Employees' Perception of ER/V Practice at EMI.....	44
Table 4.11: Employees' Perception of CM Practice at EMI.....	49
Table 4.12.: Employees' Perception of Employee GH Practice at EMI.....	51
Table 4.13: Employees' Perception of Employee WLQ at EMI.....	54
Table 4.14: Aggregate Value of ERM practices at EMI.....	55

## **Acronyms /Abbreviations**

AM	- Aggregate Mean
ASD	- Aggregate Standard Deviation
CM	- Conflict Management
E.C	- Ethiopian Calendar
EMI	- Ethiopian Management Institute
ER	- Employee Relations
ERC	- Employee Relations Climate
ER/V	- Employee Representation/Voice
ERM	- Employee Relations Management
GH	- Grievance Handling
HR	- Human Resource
HRM	- Human Resource Management
ILO	- International Labor Organization
IR	- Industrial Relations
M	- Mean
N	- Total Number
QWL	- Quality of Work-Life
SD	- Standard Deviation
SPSS	- Statistical Package for Social Sciences

## **Abstract**

*To be successful and use the best out of the organization's employees it needs smooth and healthy relations between the employer and employees. Employee relations management is the human resource management aspect that is influencing the performance of organizations in the 21<sup>st</sup> century. The purpose of this study was, therefore, to examine the employee relations management practice at Ethiopian Management Institute. To objectively answer the research questions, and meet the objectives of the study, the researcher employed both quantitative & qualitative approaches and descriptive survey design. Employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality were the major constructs used to examine the overall employee relations management practice of the institute. The target populations for this study were employees, employee representatives, and managers of the institute. Totally, 171 samples of respondents were selected using a hybrid of purposive, stratified, and simple random sampling techniques. The sources of data for this study were primary and secondary data sources. The study employed structured questionnaires and semi-structured interviews for data collection. The quantitative data were analyzed quantitatively using both descriptive and inferential statistical tools with the help of SPSS tool, whereas the qualitative data were analyzed qualitatively using descriptions and narrations. The analysis of the quantitative data revealed that the grand mean score for the overall employee relations management practice at EMI is 2.57, and the aggregate mean for the five employee relations management practices is found between 2.38 to 2.71 which is below the average. Furthermore, the qualitative data also confirms that there is a wide gap in the application of the five ERM practices at the institute. With this level of employee relations management practice, there will not be healthier employer-employee relations which in turn will have negative effect on the institute's performance. Based on the research findings and conclusions drawn, the study recommends EMI to formulate an employee relations strategy, inculcate employee relations management practices into its policies and procedures, recognize them as the major part of the HRM process, implement them exhaustively, sustain the strengths, and solving the limitations identified by this study. Finally, the student researcher suggested future research areas to fill the limitations of the current study.*

**Key words:** *employee relations, employee relations management practice, EMI*

# Chapter One

## Introduction

This study wanted to examine the ERM practice, and related gaps of EMI. The introductory session of the paper, therefore, discussed the background, problem statement, research questions, objectives, significance, scope, definition of key terms, and organization of the study which was discussed in detail as follows.

### 1.1. Background of the Study

The success of any organization largely depends on the better performance of employees. Moreover, if co-workers are friendly with each other and work closely together to achieve a common goal, workers will feel responsible, inspired and motivated to perform well and enjoy their work, rather than seeing it as a burden. To get the most out of each employee, organizations need to foster a healthy employer-employee relationships at work (Mani et al., 2017). Omuya, (2018) citing Morrison (1996)), tells that the manner and circumstances of the employee-employer relationship is determined by how the organization manages its employees.

In employment relations, employers want their employees to commit to and participate in organizational goals during their employment. Employees, on the other hand, desire favorable working conditions, job security, control of remuneration, a safe and healthy working environment and the opportunity to express themselves and have their grievances resolved. ER processes and practices are therefore crucial in addressing these conflicts of interest between employers and employees in organizations (Armstrong, 2009).

Many organizations have invested in creating and implementing a well-articulated HR strategy because workers are seen as the fundamental driver of higher business performance. These initiatives lead to favorable changes in employee relations, which can be considered as an alternative model of industrial justice regardless of whether there are unions or not (Saini, 2006). This has led to increased interest in how labor relations are handled. Hence, organizations must focus more on achieving greater symmetry between their corporate goals and employment practices (Abbott, 2006).

Since the 20<sup>th</sup> century, when it first emerged as an alternative to IR, the concept of ER has been supported by academic research (Arimie & Oronsaye, 2020). Industrialists, employees and the general public have begun to pay more attention to it in recent years (Akhter, 2015). Chaubey et al. (2017) quoting George & Jones (2008), indicated that ERM is an aspect of human resource management that affects the performance of organizations in the 21<sup>st</sup> century. Today, it can be found in small and large organizations around the world (Mani et al., 2017).

Employer-employee relationships can significantly affect productivity and the work environment in organizations. Effective ERM can accelerate an organization's progress toward its goals. Study by Samwel (2018); Arimia (2020); Andati & Otuya (2019); Hagos & Shimels (2018); and others have confirmed that a positive employer-employee relations environment contributes to employee performance, which in turn leads to organizational productivity and vice versa. Therefore, organizations should place more emphasis on improving and strengthening employee relations for the ultimate realization of organizational goals and objectives (Mani, et al., 2017).

Employees who perform better also perform better when it comes to providing excellent customer service. The source of competitive advantage that can differentiate one organization from another is its workforce (Gemechu, 2015 citing Coates et al., 1997; Corsun & Enz, 1999; Posthuma, 2010; ACAS, 2013; Colvin, 2013). Customers and employees in the service sector often interact. However, the contribution of employees to customer satisfaction is determined by the work environment. Employee performance and customer perception of the company are affected when employees are not satisfied with their working conditions (Anderson, 2006). Moreover, if workers are dissatisfied with their employers, their motivation decreases, which will have a detrimental effect on the productivity of the organization (Samarasinghe, 2017). According to Hogos & Shimels (2018), effective employer-employee relation creates a framework for incorporating employee demands into organizational goals. Successful ERM is therefore essential for organizations to succeed, survive, be efficient and perform better (Ugoani, 2020; Onyebuchi & Uchechi, 2019).

In Ethiopia, the term employment relations (ER) refers to all aspects of employer-employee relations. Labor relations in organizations, such as individual and collective labor relations, were regulated in the FDRE labor proclamation. From the point of view of the individualistic approach to labor relations, labor relations between employer and employee can be regulated by both written and unwritten psychosocial contracts, while the collectivist approach to labor relations favors the creation or organization of labor unions that represent employee associations to negotiate the basic conditions of employment relations with their employers (Daniel, 2018).

Ethiopian Management Institute is a public enterprise that has been operating in Ethiopia as a service provider since 1956. It is the leading provider of management development services in the country. In the last more than 60 years, EMI has contributed immensely to enhancing the managerial capacity of organizations in the country by providing state of the art training, consultancy and research services. It is also contributing its part in the implementation of the civil service reform program. It have developed a 10-year road map (2021 to 2030) and a 5-year strategic plan (2021 to 2025) to support the country's development plan and government service sector roadmap. By 2030 EMI aspires to be a recognized management development and learning center in Africa (EMI, 2014 E.C.).

Taking the role of a conducive work environment to achieve the above mentioned mission, vision, goals, and objectives into consideration, the institute is experiencing a labor-management relationship based on the country's labor proclamation No. 1156/2019. And it has been years since the labor union was established to protect the rights, and interests of workers. In order to make the relationship with the employees better and healthier, it implements a collective agreement that is revised every three years. Currently, EMI is implementing the 7<sup>th</sup> collective agreement held with the labor union (EMI, 2013 E.C.).

Thus, to achieve the institute's goals and objectives, it needs to have healthy and collaborative relations with its employees resulting from a conducive working environment. In this case, Hagos & Shimels (2018), citing Kelchner (2017), revealed that good employee relations motivate employees to perform better and contribute to the overall success of the organization. According to them, "Employees are the main valuable asset of an organization, and without them it is difficult to achieve its basic goals". Reaping more from employees requires creating a conducive work environment that meets the needs of individual employees and organizational managers, they added.

Thus, effectively managed employee relations management practices such as employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality are crucial for the institute's performance. As a result of these circumstances, the researcher decided to examine employee relations management practice and related gaps at EMI and propose possible solutions.

## **1.2. Statement of the Problem**

For an organization to survive and thrive in a highly competitive market, it is essential to create an environment that fosters employee-management relationships. It is important to remember that many things can happen during problems in working relationships that will adversely affect employees' performance at work (Worlu, et al., 2016). Similarly, Wilkinson et al. (2019) quoting Black and Lynch (2001), and Gittell (2004), stated that the result of unsatisfactory employee relations leads to organizational, professional and social problems such as employee turnover, absenteeism, occupational accidents and organizational conflicts.

Employees have always been an organization's most valuable asset and one of the main determinants of success or failure in a competitive environment (Mehari & Premanandam, 2017). In these circumstances, they are undoubtedly one of the most important assets of an organization and therefore it is challenging for it to achieve its primary goals without them. Achieving organizational goals requires the growth of positive employee relations within the organization. Therefore, for this

to happen, organizations must build strong relationships with employees, which requires motivating employees and involving them in decision-making processes (Hagos & Shimels, 2018).

Employees who work for a company with excellent ER are more engaged, more productive at work and less likely to turn over. A positive employee relations program also fosters a relationship between employers and employees that fosters cooperation and trust (Stallard, 2009 cited by Arimie, 2020). The goal of employee relations is to create positive working relationships between managers and employees that are built on fairness, trust and respect. He further said that a supportive work environment leads to highly productive, motivated individuals who are committed to producing the best results for their organization (Daniel (2013).

There are not many studies on employee relations in developing countries in Africa, as most industrial relations researchers are from the West (Budhwar, 2003, cited by Aldamoe et al., 2013). In Ethiopia, according to the researcher's assessment, there have been some studies that have attempted to study employee relations issues in Ethiopia. For example, Bahran & Rani (2018), conducted a study on an overview of employee relations trends in the Ethiopian construction sector and found that the overall employee relations trends of the sector are full of problems that require the intervention of the government and relevant authorities to mitigate the problems.

In the case of EMI, in order to fulfill its vision and mission, the institute has developed a ten-year road map (2013–2022). Among the goals set in the road map, creating a conducive work environment and attracting and retaining qualified and productive employees were the major ones (EMI road map, 2012 E.C.). In addition, in its five-year (2013–2017 E.C.) strategic plan, the institute has set a goal in which employees and managers work for the common goal of the institute's productivity. To do this, the institute has planned to enhance employees' job satisfaction through a conducive working environment, friendly employer-employee relations, participative working systems, competitive remunerations, grievance handling, and ensuring good governance (EMI strategic plan, 2012 E.C.).

There is no doubt that the contribution of employees is essential to the fulfillment of the set goals of the organization. For this, a favorable working environment that enables a good ER is necessary. However, during a preliminary survey of EMI's HRM directorate, employees, and employee representatives, it was observed that the institute is facing challenges that are hindrances in achieving the goals and objectives set in the road map and strategic plans of the institute, which in turn negatively affect its performance. These include a high turnover of employees, especially among principals and key professionals; moderate employee engagement and job satisfaction, employee grievances and complaints, and frequent disagreements due to conflicts of interest.

These problems, according to various studies and literature, stem from an unfavorable work environment that is caused by poorly managed employee relations. For example, according to Mulugeta (2014), citing Morley et al. (1988), a lack of effective ER between an employee and their employer will lead to dissatisfaction (expressed by complaints, behavioral changes, absenteeism, slow performance, loss of commitment, and high turnover). Moreover, Brewster (1989) states that poor employee relations reduce the ability of organizations to meet their overall goals.

Therefore, the student researcher can realize that unless the institute has healthy relations with its employees, it may have difficulty achieving its missions, vision, and objectives. Therefore, it needs to effectively implement employee relations management practices. But to say the above-mentioned problems are related to the institute's employer-employee relations, it needs further research to reach conclusions. However, the level of employee relations management practices in the case of EMI has not yet been researched. In view of this, the student researcher was interested in examining the employee relations management practice and related gaps at EMI, and propose possible solutions for the gaps identified.

### **1.3. Basic Research Questions**

This study sought answers to the following research questions:

#### **1.3.1. General Research Question**

What does the employee relations management practice look like at Ethiopian Management Institute?

#### **1.3.2. Specific Research Questions**

- 1) What does the employee relations climate look like at Ethiopian Management Institute?
- 2) What does the employee representation practice look like at the institute?
- 3) What does the conflict management practice look like at the institute?
- 4) What does the employee grievance practice look like at the institute?
- 5) What does employees; work-life quality look like at the institute?

### **1.4. Objectives of the Study**

The study would have the following general and specific objectives:

#### **1.4.1. General Objective**

The general objective of this study was to examine the employee relations management practice at Ethiopian Management Institute.

### 1.4.2. Specific Objectives

The specific objectives of the study were:

1. Assess the employee relations climate at Ethiopian Management Institute.
2. Assess the employee representation practice at the institute.
3. Assess the conflict management practice at the institute
4. Assess the employee grievance practice at the institute.
5. Assess the employees' work-life quality at the institute.

### 1.5. Significance of the Study

The findings of the study regarding employee relations management practice would have the following contributions:

**Conceptual significance:** The study is useful to various government institutions in Ethiopia in general and to EMI in particular as it gives them insights on the benefits of sound employee relations management practice in their organizations. Above all, it will also develop the researcher's knowledge and skills for conducting standardized research. It helps him fill the gaps that exist around the research process and can be used as a starting point for future studies.

**Empirical significance:** The findings of the study will help EMI identify the strengths and weaknesses of the existing employee relations management practices and use them as input in formulating employee relations policies and strategies to better manage employer-employee relations.

**Research significance:** It would also be used as a reference and best practice for other organizations in Ethiopia to conduct similar studies in their organizations. Furthermore, future researchers, especially in Ethiopia, can refer the study findings to conduct further studies in the area.

### 1.6. Scope /Delimitation of the Study

Due to the restraint of resources, time, and other factors, this study was limited to assessing the ERM practices and related gaps of EMI at both the head office in Addis Ababa and the branch training center found in Debrezeit /Bishoftu. Since ERM is a broad term encompassing many variables, it's difficult to study all the variables in a single study. Thus, the study emphasized ERM practice in terms of employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality at the institute. Additionally, this study did not see the effects of these practices on employee commitment, motivation, job satisfaction, retention, employee or organizational performance, etc. Thus, further investigation might be required to verify the study's findings.

## 1.7. Definition of Key Terms

**Employee Relations:** approaches and methods used by employers in collective or individual dealings with their employees (Armstrong, 2009).

**Employee Relations Management:** refers to the process organizations use to effectively manage all interactions with employees, ultimately to achieve their organizational goals (Das, et al, 2019 Cited in Oluchi, 2013).

**Employee Relations Climate:** the perception of management, employees and their representatives about the ways in which employee relations are conducted and how different parties behave when dealing with one another (Rameshbabu (2018).

**Employee Representation:** refers to “formal mechanism that allows workers to have a voice in managerial decisions at the workplace level” (Burdin & Perotin, 2016).

**Conflict Management:** refers to adopting appropriate mechanisms to undermine the dysfunctional consequences of conflict while enhancing its functional aspect to improve organizational learning and effectiveness (Chris, et al., 2020).

**Employee Grievance Handling:** is refers to handling employee grievances and complaints in the workplace (TAFEP, 2013).

**Employee Work-Life Quality:** refers to “values and attitudes contained in working life of an employee because of working in the organization” (Dhingra, V. & Dhingra, M., 2012).

## 1.8. Organization of the Thesis Report

This thesis work was organized into five chapters. Chapter one discusses the introductory part, which includes research background, a problem statement, basic research questions, the significance of the study, the scope of the study, and the definition of key terms. A review of conceptual and empirical literature was covered in the second chapter. The third chapter looked at the methodology of the study. Chapter four discusses the results and discussions. The last chapter deals with a summary of major findings, conclusions, recommendations, limitations, and future research directions.

## **Chapter Two**

### **Review of Related Literatures**

#### **2.1. Introduction**

This chapter is concerned with the review of the conceptual and empirical literatures in the area of ERM, focusing on employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality at the Ethiopian Management Institute.

#### **2.2. Conceptual Review**

##### **2.2.1. The Concept of Employee Relations**

Employee relations is a kind of interpersonal relationship concept drawn by Western scholars in the 20<sup>th</sup> century to replace the industrial relations. It is defined as “the relationship between employees and managers with the goal of enhancing employee morale, commitment, and confidence and creating an appropriate work environment that allows them to exert maximum effort to achieve organizational goals” (Hagos & Shimels, 2018).

Armstrong (2009) defined employee relations as “all those areas of human resource management that involve connecting with employees directly and/or through collective agreements”. This relationship implies a shift in how organizations interact with their workforce, from collectivism to individualism. Thus, ER refers to the communication that takes place between employers and employees or their representatives (Bekan, 2019). Citing Michael (2005), Chaudhry, et al. (2013) defined ER as “the management of employer-employee relations with the ultimate objective of achieving an optimal level of productivity”. Hence, ER is a harmonious atmosphere in which employer and employees practice the act of working to communicate effectively and work pleasantly, thereby recognizing each other's needs and value, leading to increased employee motivation and morale (Chand, 2016 cited in Armie, 2019).

Worlu et al. (2016) quoting Leat (2008), explained that ER has become a vital component in increasing the performance and productivity of organizations. They add that ER focuses on managing employer-employee relationships to increase employee commitment, passion, performance, loyalty, productivity and motivation. And it is gaining importance because of the central role of employees in driving the success of an organization (Ugoani, 2020). Good ER, as discussed by Mitchell & Corbett 1973, is a tendency towards organizational goals and full cooperation within different levels of employees. It basically means constructive attitudes of all members of the company towards their work and also towards the work of others. Therefore, organizations must realize that ERM helps build strong relationships with their employees (Hagos & Shimels, 2018).

Citing Kaliski (2007), Chaubey, et al. (2017) explained that effectively managed ER reinforces positive communication and attitude between management and employees, supports the overall well-being of employees during their time in the organization, and helps prevent and resolve employee-related issues that affect work situations. They further defined ERM as "the ability to balance life and work needs, the needs of employees open, the ability of an organization to maintain good relations with its stakeholders including unions, employees, suppliers and customers, and to measure and monitor results". It places special emphasis on communication between managers and employees as well as among employees (Nikoloski, et al., 2014).

Thus, in this study, employee relations refers to the relationship between the Ethiopian Management Institute as an employer and its employees (or their representatives). And ERM refers to the planning, organizing, leading, and controlling of the relations between EMI and its employees, either individually or through their representatives.

### **2.2.2. Perspectives on Employee Relations**

#### **Unitarist Perspective**

This perspective views that through their commitment to the organization, management and employees share a common goal. As both sides work to find mutually acceptable solutions, conflict is seen as harmful and unnecessary from this point of view (Edwards, 2003 cited by Andati & Otuya, 2019). Unitarians argue that conflict and division in organizations results from personality disorders, unethical hiring and promotion, deviance by dissidents, or inadequate communication systems. To avoid these conflicts and divisions, organizations must take care to eliminate sources of potential conflict to ensure fair and equitable recruitment and promotion procedures. According to proponents of this view, organizations should displace all other sources of authority, including administrators and unions (Fox, 1966; Fidler, 1981 cited by Abbot, 2006). Peace and managerial control/privilege are likely to be viewed favorably by unitarists as indicators of positive employee relations (Leat, 2008).

#### **Pluralist Perspective**

This perspective is a theoretical framework that assumes that workplaces are made up of diverse individuals and groups, each with their own unique set of values, needs, beliefs, and allegiances, which in turn causes conflict. Therefore, in order to reach consensus on decisions, organizations must discover ways to accommodate and manage these differing opinions and potential conflicts. Employees require collective representation such as unions, problem-solving groups, administrators, and joint advisory committees to be protected from workplace performance imbalances and to have voice and bargaining power (Bingham, 2016).

Conflict is not perceived as negative and destructive in a pluralistic perspective, in contrast to a unitary and Marxist perspective. Rather, when properly addressed, it is seen as a step in the right direction towards finding workable dispute resolution (Mzangwa, 2015). A pluralist is likely to focus on the existence of effective dispute resolution processes to support excellent ER. Employees who hold this view are likely to include the existence and acceptance of strong unions as additional requirements that must be met before ER can be considered high quality (Leat, 2008).

### **Marxist/Radical Perspective**

It is a strategy that is primarily inspired by the writings of Karl Marx and is related to social strife as a result of capitalism. Basically, it is a conflict between the worker and the capitalist, or boss. As workers are forced to take over businesses in an attempt to completely eradicate the capitalist, this battle leads inexorably to a workers' revolution (Andati & Otuya, 2019).

Marxists are much more concerned with concerns about the control of the labor process. Since the perspective is likely to view these mechanisms as ways in which management ensures that the status quo is maintained, shared decision-making through established procedures is much less likely to be seen as evidence of excellent employee relations (Leat, 2008).

The differences between the three views are that the unitary perspective views perceived disputes as harmful, which is different from the other two views. But the answer does not mention. On the contrary, the pluralist view suggests that the best method of dispute resolution is collective bargaining. Much attention is paid to conflict management and resolution. Marxist theory posits that the imbalance of power caused by capitalist exploitation is what makes conflict inevitable. Although the Marxist approach offers various causes of conflicts, it does not address how to solve them. (UKESSAYS, 2017).

According to UKESSAYS (2017), of the three perspectives of the analysis of employment relations, the pluralistic perspective is the most appropriate. Similarly, Bahran & Rani (2018) in their study on an overview of ER trends in the Ethiopian construction sector stated that "flexible (pluralistic) perspectives on ER in organizations lead to participatory management approaches where the motives, ideologies and perspectives of both the organization and its employees are with regard." According to Mzangwa (2015), a pluralist approach to ER allows workers to exercise their power over decisions that affect them at work. For this reason, controlling workplace relations through labor relations is a vital and successful approach. .

This study, therefore, will consider the pluralist perspective since it is worthwhile to accommodate or balance the interests of both the employer (EMI) and employees through the effective management of employee relations by exercising employee representation/ voice, conflict management, grievance

handling, creating a positive or conducive employee relations climate, and improving the work-life quality of employees.

### **2.2.3. Approaches to Employee Relations**

According to Rameshbabu (2018), there are four approaches to ER. The first is the adversarial approach. Organizations using this approach decide what they want to do and employees are expected to fit in. Employees only exercise power by refusing to cooperate. The second approach is traditional, characterized by good day-to-day working relations, but management proposes and employees respond to it through their elected representatives. A third approach to ER is partnership, in which the organization involves its employees in designing and implementing the organization's policies, but retains the right to manage. The final type of approach underlying ER in organizations is power sharing. Organizations using this approach engage in day-to-day and strategic decision-making processes.

On the other hand, the HRM approach ER consists of: a) diving beyond commitment; b) emphasis on reciprocity; c) organization of other forms of communication; d) transition from collective bargaining to individual contracts; e) using employee involvement techniques such as quality circles or improvement groups; f) constant pressure on quality; (g) greater flexibility in working arrangements, including multi-skilling, to ensure more efficient use of human resources; h) emphasis on teamwork; and i) harmonization of conditions for all employees (Armstrong, 2009).

What this study can learn from these approaches is that a partnership approach is the better one, and if properly applied in organizations, it gives employees a sense of belongingness, which in turn leads to organizational productivity. The same is true in EMI, if it follows a partnership approach to managing the employer-employee relationship and involves employees in the overall organizational affairs, it makes employees happy in their organization and helps them develop a sense of belongingness, which in turn leads to employee and organizational performance.

### **2.2.4. Processes of Employee Relations**

ER processes consist of approaches and methods adopted by employers to deal with employees either collectively through their unions or individually (Rameshbabu, 2018). These processes according to Armstrong (2009) include formal and informal processes. Formal processes include approaches to union recognition or de-recognition, formal collective bargaining methods for a partnership approach to ER, informal day-to-day employment contacts that take place in the workplace between management and union representatives or officials, and features of the IR scene such as union membership on workplaces, clearance and strikes. Informal ER processes, on the other hand, occur whenever a line manager or team leader resolves a problem in contact with a steward, employee representative, individual employee, or group of employees.

### **2.2.5. Importance and Functions of Employee Relations**

Many studies and literatures revealed that effectively managed employee relations provides organizations with many benefits. According to Xesha et al. (2014), good employer-employee relationships are essential in which: i) motivated employees perform better and achieve better results; ii) The level of competence of employees increases due to their ambition to become better; iii) Customer service is enhanced because employees who have a good relationship with their employer are usually seen as good customer advisors; and iv) Good employee relations have the potential to inspire employers to work harder.

Guru, et al. (2020) in their conceptual analysis of ER management discussed that ER is a prominent HR strategy for ensuring organizational success through active employee engagement. They added that employee relations are important to maintaining strong employer-employee working relationships. A healthy employer-employee relationship promotes productivity (Tewari & Kumar, 2019). Similarly, Pandian & Saranraj (2017) highlighted that ERs are important for organizations to: a) improve collaboration between employers and employees; b) minimize unnecessary conflicts between employers and employees and between employees; c) enable employees to participate in the decision-making process of their organization; and d) Inform employees about decisions and issues that concern them.

On the other hand, Mani et al. (2017) stated that ERM will provide many functions to organizations. These include: a) To build a healthy and balanced employer-employee relationship within the organization; b) Build moral values and trust of employees; c) increase the productivity of the employee in his work; d) Treat all employees equally; e) Motivate employees to use their inner potential; f) Develop good coordination and improve better communication; g) Support employees in the decision-making process; and h) help employees to be more flexible and take on additional responsibilities.

Aldamoe et al. (2013) in their study on HRM practices on organizational performance stated that the benefits that organizations derive from employee relations include: (1) it helps organizations maintain healthy employer-employee relationships. (2) Helps resolve and manage workplace conflict and minimize potentially disruptive behavior. (3) The employer is able to recognize and avoid a crisis in time, also helps employees focus on their professional development and support organizational goals, and (4) stimulates a culture that recognizes and takes into account the interests and well-being of employees.

In general, from these descriptions and explanations, the student researcher understands that employee relations practices in organizations, if applied effectively and in a positive manner, will

help organizations create a healthy and supportive work environment and result in organizational prosperity and employee satisfaction and retention.

### **2.2.6. Managing Employee Relations in Organizations**

Employee relations management refers to “the processes, approaches and methods adopted by employers to deal with employees collectively or individually” (Ugoani, 2020). Chaubey, et al. (2017) emphasized that to develop healthy relationships and get the best out of each employee, organizations engage in various employee relations management practices. Citing Wargborn, (2008), they stated that ERM practices, when properly applied, can have many different impacts on the work of an organization, i.e. improve perception and strengthen corporate communication, promote learning, increase employee engagement, provide real-time access to corporate training, target information to employees based on their interests, rationalize performance management, manage resources, promote loyalty and commitment, increase productivity, promote creativity and innovation levels, reduce turnover and retain human talent.

Similarly, Yinusa & Salman (2021) cited in Andrea & Joseph (2021) stated that "an organization with a good employee relations program provides fair and consistent treatment to all employees so that they will be committed to their work and loyal to the company". Therefore, employee relations management is considered in this study is regarded as a system that focuses on the practices of creating a positive ER climate, employee representation, conflict management, grievance handling, and employee quality of work life, which were discussed in detail hereunder.

#### **2.2.6.1. Employee Relations Climate**

Employee relations climate/atmosphere refers to the application of organizational atmosphere to work-employee relations and how the employee perceives the behavior and practices of both employers and employees in the organizational context. It can be divided into oppositional, win-win and participatory atmosphere/climate. The oppositional atmosphere pays more attention to the differences between employees and organizations in achieving the goal, while the win-win atmosphere and the participatory atmosphere emphasize the harmony of the atmosphere (Wang & Ye, 2019). According to Rameshbabu (2018), employee relations climate represents the perception of management, employees and their representatives about the ways in which employee relations are conducted and how different parties (managers, employees and unions) behave when dealing with one another.

As Armstrong (2009) tells, a good ER climate is characterized by: i) Management and employees trust each other; ii) Management treats employees fairly and respectfully; iii) Management is open about its actions and intentions.; iv) Harmonious relationships are generally maintained on a daily basis; v) Conflict, if it occurs, is resolved through a win-win solution; vi) Employees are generally

committed to the interests of the organization; and vii), management treats employees as stakeholders whose interests should be protected as much as possible.

Bose & Mudgal (2013) say that “the employee relations climate consists of one of the most sensitive and complex issues of modern industrial society”. Factors that can determine employee relations, according to them, include working conditions, level of supervision, communication, worker participation, and interpersonal relationships. By improving these factors, a favorable employee relations climate can be achieved, they added. Guru et al. (2020) highlighted that “a positive employee relations climate with high levels of employee involvement, commitment and engagement contribute to the achievement of business goals”.

#### **2.2.6.2. Employee Representation /Voice**

Plans to gain the cooperation and goodwill of industrial workers through representation necessitated the concept of employee representation (Gemmill, 1928). According to Blyton & Turnbull (1998), long-term employee engagement and motivation will only be ensured if managers sincerely ensure that their employees' views are adequately represented in all organizational matters.

Employee representation/voice refers to “the right of an employee to seek a trade union or individual to represent him in order to negotiate with management on issues such as wages, working hours, benefits and working conditions” (Eurofound, 2020). Burdin & Perotin (2019) defined employee representation as “a formal mechanism that allows workers to have a voice in management decisions at the workplace level”. Quoting Rogers & Streeck (1995), they added that employee representation can take various forms, including not only works councils and trade union representatives, but also joint advisory committees and other institutionalized bodies for representative communication between one employer and the employees of one establishment or enterprise.

Employee voice/representation has engagement, and more importantly, participation. Engagement means a management-driven concept whereby employers allow employees to discuss issues that concern them with them, but management retains the right to direct. Participation means that employees play a greater role in the decision-making process. It includes measures to ensure that employees have the opportunity to influence management decisions and contribute to improving organizational performance (Armstrong, 2006). Employee engagement and participation practices in organizations can take the form of direct downward communication, direct two-way communication, direct upward feedback, direct financial participation and indirect participation (Triantafillidou & Koutroukis, 2022).

Armstrong also added that employee representation/voice can take place in the dimensions of individual/direct and collective representation (union and other representation). Direct participation

refers to the involvement of workers with superiors, managers or employers on an individual basis rather than through collective representatives”. It means that employees are consulted individually and are encouraged to be involved in determining their work environment or work organization. Dundon, T, et al. (2004) stated that employee voice takes place in three ways. These include: i) through union membership, recognition and representation; (ii) through mechanisms of indirect or representative participation, such as joint consultations; and iii) through direct employee involvement.

Collective participation is done in two ways. The first is based on the representation of workers by organized labor, which is historically associated with the development of collective labor rights and the institutions of social democratic welfare societies. An example is agreements negotiated by trade unions with employers. The second way is for workers to designate representatives to participate in cooperative discussions with managers (Walters, 2010). In this case, Marginson, et al. (2008) citing Brewster, et al. (2007); Bryson (2004); Millward et al (2000); Willman et al. (2006) identified two key distinctions of employee representation, i.e. union vs. non-union representation or indirect vs. direct representation mechanisms. In the case of EMI, there are two forms of collective employee representation. The first is through union representation and the second is employee representation through non-union representation.

Dundon & Rollinson (2004) emphasized that employee voice is an important area of some importance in industrial relations. It gives employees the opportunity to express themselves on matters that concern them, on the one hand, and to improve organizational performance on the other. Similarly, Alotaibi (2020) stated that employee voice/representation in organizations is a crucial entity for treating them as valid and valuable stakeholders within the employment relationship. The degree to which the employee voice is listened to plays a vital role in how employees value their workplace, which makes employees feel part of the organization, he added.

So, from this, the researcher understands that leaders of EMI and similar organizations in Ethiopia, in order to make their employees happy and contribute a lot to organizational success, must create a platform where employees are adequately represented in their respective workplaces. Otherwise, employees may feel isolated from the organization, which leads them to become less involved and seek other organizations.

### **2.2.6.3. Conflict Management**

Citing in Sims (2002), Chris, et al. (2020) described that conflicts within organizations usually arise from goal inconsistencies or differences between individuals and groups. According to Osuizugbo & Okuntade (2020), conflict between people, groups and organizations is a natural phenomenon. Similarly, Hagos & Shimels (2018) citing Agwu, 2013 and other researchers defined conflict as “a

dispute that occurs when the interests, goals or values of different individuals or groups are mutually incompatible". They added that organizational conflicts are caused by poor treatment of employees, poor organizational reward system, lack of group cohesion and discrimination, and most breakups are caused by conflict over communication style and personalities. The consequence of this type of conflict is multidimensional and can threaten organizational performance and survival if not resolved effectively and timely (Seidu, et al., 2016).

According to Chris et al. (2020), in an organization, conflict can manifest itself in the form of functional and dysfunctional conflict. They further stated that functional conflict is constructive in nature and supports organizational goals and improves performance outcome, while dysfunctional conflict is destructive in nature and tends to prevent the organization from achieving its goals. How conflict is handled determines whether it will be beneficial or destructive (Seidu, et al., 2016). Conflict management thus became the focus of human activities.

Osuizugbo & Okuntade (2020), citing Taher, et al. (2008) defined conflict management as "the process of communication to change the negative emotions of a conflict into a state of emotions that allows the development of a resolution to the conflict". Conflict management deals with the more realistic issue of conflict management: how to deal with it in a constructive way, how to bring opposing parties together in a cooperative process, how to design a practically achievable cooperative system for constructively managing differences. It consists of interventions designed to reduce excessive conflict or, in some cases, to increase insufficient conflict. Analyzing and intervening against the right styles and approaches is critical to achieving organizational and individual goals (Smriti & Kumar, 2021). These conflict management styles can then have an inclusive effect on work life in organizations (Pathak, 2010).

If conflicts are handled properly, benefits can accrue; contributing to harmony in conflicting groups and settling legitimate interests, where, in turn, relationships are strengthened, problems and solutions are better identified, knowledge/skills are increased, and peace is maintained (Engdawork & Thuo 2017). For an organization to grow effectively and efficiently, it depends on the way it manages workplace conflict (Chaubey, et al., 2017). Citing Awan and Anjum (2015), Hageniman et al. (2018) says that properly managed conflict promotes open communication, joint decision-making, regular feedback and timely resolution of disputes.

The above definitions and explanations show that it is not a manifestation of workplace conflict that matters; rather, it depends on how conflicts are managed and resolved in a win-win situation that benefits all parties to the conflict. So, organizations need to have a mechanism through which workplace conflicts will be managed. Unless conflicts are effectively managed and resolved,

relations between employers and employees and between employees will deteriorate, and workplace chaos will increase, which in turn leads to organizational anarchy.

#### **2.2.6.4. Employee Grievance Handling**

Grievances arise in every workplace and handling them properly is important to maintaining a harmonious and productive work environment. Complaints management is about how well problems are addressed and resolved (Gomathi, 2014). Every employee has a certain belief from the organization he/she works for and tries to give his best to the organization, then he thinks that the organization has met his expectations. When the organization does not fulfill their beliefs, the employee feels that the organization treats them unfairly and unequally, then grievance occurs (Balamurugan & Shenbagapandian, 2016).

A grievance is any dissatisfaction or feeling of injustice related to an employment situation that is brought to the attention of management. It is any dissatisfaction that adversely affects organizational relationships and productivity (Fiseha, 2017). Aruchamy et al. (2017) defined a grievance as “any dissatisfaction or dissatisfaction that affects the performance of an organization, which may be expressed or unexpressed, written or oral, legitimate or unreasonable”. It is also "any dispute arising between an employer and an employee relating to the implied or express terms of a contract of employment". The formal mechanism for dealing with the dissatisfaction of such a worker is called a grievance procedure (Bichang'a & Namusonge, 2016).

Organizational handling of complaints consists in the process of handling complaints and dissatisfactions related to and resulting from the employee-employee relationship and their resolution according to established parameters. Thus, every organization requires an effective structure for managing employee grievances bordering on terms of service (Godbless, et al., 2020). Management's attitude towards understanding and solving employees' problems and issues enables them to maintain a high performance culture in their organization. Effective grievance handling is an essential part of developing good employee relations and operating a fair, successful and productive workplace (Aruchamy, et al., 2017); (Gomathi 2014).

When employees express their complaints about difficulties in working with a particular employee, the employer must deal with their complaints because the behavior of that employee affects the work discipline and labor relations of all parties (TAFEP, 2013). Thus, a grievance redressal mechanism is essential for organizations to resolve and manage workplace and employment conflicts or grievances. A complaints mechanism is an accessible and inclusive system, process or procedure that receives complaints and suggestions for improvement and responds in a timely manner to facilitate the resolution of problems and complaints arising in organizations. When properly implemented, it

provides organizations with a complaints management platform to help them address issues at an early stage (FDRE Ministry of Science and Innovation, 2021).

Grievances in the workplace are a source of contention, and the day-to-day complaints of employees need to be given due consideration. In order to maintain organizational peace and harmonious relations, organizations are required to take proactive measures to resolve workplace conflicts and prevent work disruptions. Grievance and conflict resolution measures therefore serve important and useful functions to resolve inevitable conflicts in labor relations and to protect the individual rights of employees (Elamparuthi, 2018). Similarly, Onyebuchi & Uchechi (2019) say that effective employee grievance management is vital for organizations to maintain an effective harmonious employer-employee relationship, which in turn leads to increased organizational performance. This paper, therefore, attempts to assess the grievance handling practice and related gaps of the EMI.

#### **2.2.6.5. Employee Work-Life Quality**

The term quality of working life was first introduced in 1972 at an international conference on industrial relations. It later received more attention after United Auto and General Motors workers launched quality of work life for labor reforms (Tamizhjyothi, 2018). Daniel (2019) stated that “quality of work life has gained deserved prominence in organizational behavior as an indicator of the overall human experience in the workplace”.

Quality of work life is the extent to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. It is a critical concept that is of great importance in the lives of employees. It also refers to the right balance in the work and personal life of employees, which leads to organizational productivity and employee job satisfaction (Islam, 2012). Managing work and non-work responsibilities is therefore a key driver of employee job satisfaction (Wilkinson, et al., 2019).

Daniel (2019) defined quality work life as “the extent to which members of a work organization are able to satisfy important personal needs through their experiences in the organization”. He also adds that QWL is fundamental to an organization because workers have privileges beyond money, health and safety issues and fundamental rights under collective agreements. They also require opportunities for personal growth in the jobs they perform. According to Anand and Ashwini (2014), quality of work life is an important criterion that organizations must focus on to achieve higher productivity and business goals and to retain employees. Any specific improvement in and around the workplace is often included under the term quality of working life (Tamizhjyothi, 2018).

Tamizhjyothi (2018); Srivastava & Kanpur, R. (2014); Talebi et al. (2012); and Kanten & Sadullah (2012), citing Walton's QWL model (1975), indicated eight main categories that together make up

the quality of work life. These include adequate and fair remuneration, safe and healthy working conditions, opportunities for the development and utilization of human capabilities, opportunities for continuous growth and security, a sense of belonging, the constitutionalism of employee and workplace rights, work and overall living space, and the social significance of work life. Therefore, for the purposes of this study, the quality of employees' working lives was assessed in accordance with these categories.

### **2.3. Empirical Review**

This section discusses the review of previous empirical studies carried out by different researchers in the area of employee relations management as follows:

An exploratory study by Ugoani (2020) on managing ER and its effect on organizational success revealed that there is a very strong and positive relationship between ERM and organizational success. The study suggested future studies to examine the relationship between organizational commitment and employee performance. It also suggests that, in order to improve employee motivation and performance, modern organizations should foster a culture of open communication. Chaubey & Dimri (2017) examined ERM and its impact on job satisfaction in Dehradun, India, and discovered that ERM practices have a favorable impact on employees' job satisfaction. They continued by saying that organizations are now understanding the benefits of using employee relationship management to forge closer bonds with their workforce. Their study also showed that ERM practices, when properly applied in organizations, can aid employees in feeling satisfied with their work.

In Africa, a study by Samwel (2018) on the effect of ER on employee performance and organizational performance in a study of small organizations in Tanzania reveals that while unfair labor practices are used in these organizations, small organizations are aware of the benefits of maintaining good ER and correct remedial actions taken to minimize poor employee relations in the organization. The study also demonstrates that employee relations and employee performance, as well as employee relations and organizational performance, have a positive and significant link. The study also suggests that small businesses in Tanzania should put more effort into developing fair labor practices and creating long-lasting and productive working relationships with their employees. In a similar fashion, Hagenimana et al. (2018) investigated how ER influence organizational performance in the district of Nyamasheke. As a result, they demonstrated that ER and organizational performance are positively correlated. Their study makes several recommendations, including developing effective communication to deliver frequent pertinent information and creating avenues for staff suggestions, opinions, and feedback. They also urge employees to take ownership of their performance at work for the satisfaction of the organization.

In Ethiopia, the findings of the research conducted by Bahran & Rani (2018) on the overview of ER trends in the Ethiopian Construction sector show that the country's construction sector is experiencing a high rate of workplace accidents, insufficient leave days, a lack of employee representation, insufficient employee coverage, a high rate of labor disputes and a lack of effective dispute handling mechanisms, insufficient labor inspection from regulatory agencies, and a decline in the coverage of employees social security and benefit packages.

Bekan (2019) conducted a study on the assessment of IR in public organizations from the perspective of labor-management relations. In the case of the Ambo Branch Distribution System of Ethiopia Electric Utility, it was reported that the organization's labor management is at an average level. Similarly, Gemechu (2015) conducted a study on towards improving the IR of Employees in the Ethiopian Agricultural Research Institute: The Case of Ambo Plant Protection Research Center. As a result, he found that the current problems with IR among employees in the organization under study are limited mutual trust and cooperation, limited support for good governance and democracy at all levels of management, low organizational profits from research activities, and workplace conflicts.

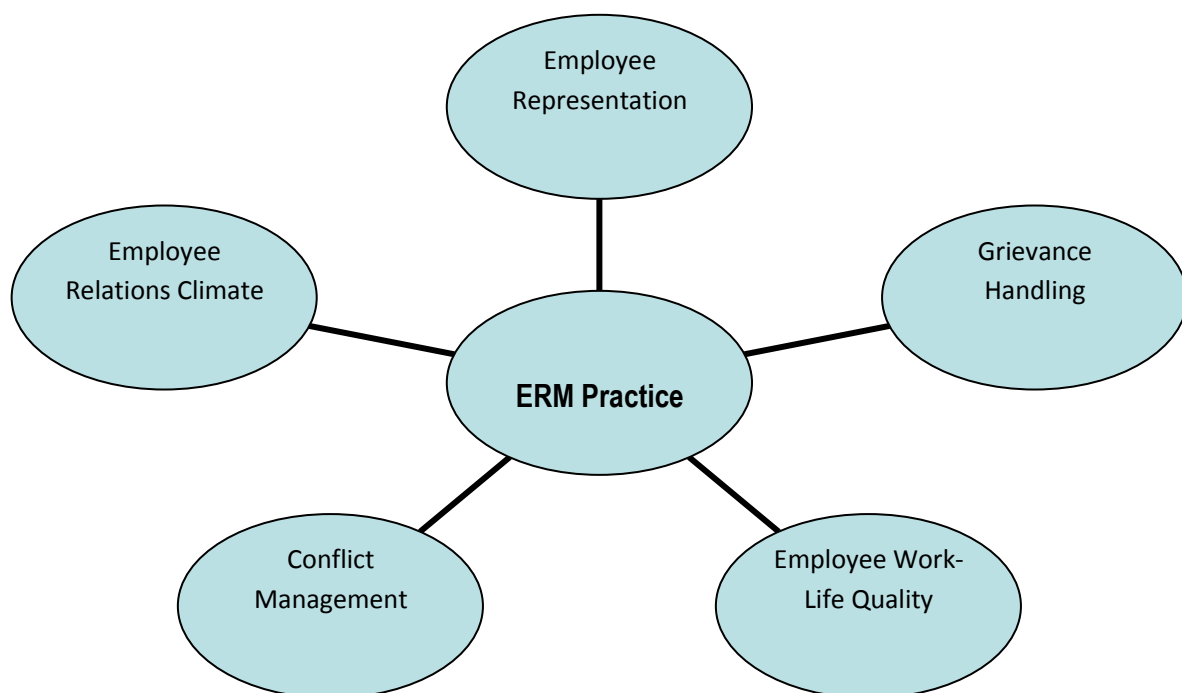
On the other hand, Yalew (2019) conducted a study on the effect of ERM on employees' performance in the Ethiopian insurance sector and reached the conclusion that employee relationship management significantly improves employees' performance. Finally, he recommended that the Ethiopian insurance sector strategically reassess its practices in relation to communication, conflict management, leadership style, shared goals and values, and trust elements. He further suggested that further studies on ERM from other sectors should be undertaken in Ethiopia. Daniel (2018) investigated the practice and challenges of ER in the Case of Yekatit Paper Converting PLC. Accordingly, he found that disagreements resulting from violations of Ethiopian Labor Proclamation No. 377/2003, a lack of trade union involvement and participation in management activities, impasses and deadlocks in bilateral negotiations of collective bargaining issues, a lack of application of give-and-take bargaining principles, a lack of good faith bargaining, particularly on the part of trade union representatives, and employee voice

Since the intention of the study is to fill the research gaps in Ethiopia in general and in EMI in particular, it's important to see the research gaps in the local studies reviewed above. Accordingly, the studies by Gemechu (2015) and Bekan (2019) are focused on industrial relations but not on ER. This study has limitations in seeing the relationships organizations have with each individual employee. The study done by Daniel (2018) focuses on assessing the practice and challenges of employee relations. However, it doesn't see the management of the employee relations management practices. The same is true in the study by Yalew (2019), which focused on assessing the effect of employee relationship management on employee performance in the Ethiopian insurance sector.

But, according to the researcher’s understanding, organizations can’t have healthy relations with their customers unless they implement ERM practices. As Chaubey et al. (2017) tell us, to develop healthy relationships, organizations need to engage in ERM practices. The study that has some similarities with this study is the one done by Bahran and Rani (2018), which tried to provide an overview of ER trends in the Ethiopian construction sector. Above all, ERM practice was not yet researched at EMI. This study, therefore, intends to fill the local research gaps in general and in the EMI’s case particularly by examining the ERM practice and related gaps of the institute.

## 2.4. Conceptual Framework of the Study

After careful review of the conceptual and empirical literatures, the student researcher developed the following conceptual framework with five constructs: employee relations climate, employee representation, conflict management, grievance handling, and employee work life, which are assumed to improve employer-employee relations of EMI if managed effectively. The proposed framework, which portrays the research questions and specific objectives, is presented in figure 2.1 as follows:



**Figure 2.1: Conceptual Framework of the Study**

**Source:** Adapted from different literatures and studies. (e.g Armstrong, 2009; Tamizhjoythi, 2018; Srivastava & Kanpur, 2014; Talebi et al., 2012; and Kanten & Sadullah, 2012; Bekan, 2019; Chaubey, et al., 2017; FDRE Ministry of Innovation and Technology (2021); BIS (2011work place employee relations survey); [www.academia.edu.et](http://www.academia.edu.et); Blyton & Turnbull (1998), etc.).

## **Chapter Three**

### **Research Methodology**

#### **3.1. Introduction**

The objective of this study was to examine ERM practice and related gaps at EMI. The methodology section of this paper, therefore, discusses the research paradigm, study approach and design, time horizon, description of study variables, description of study area and target population, sampling techniques and sample size, data type, source, and instruments for data collection, methods of data analysis, presentation, and interpretation of data, validity and reliability of the instrument, and ethical considerations undertaken in the overall study process.

#### **3.2. Research Paradigm**

This thesis work was guided and governed by the interpretivist/phenomonist research paradigm since the researcher's emphasis is on assessing the state of the employee relations management practice of EMI through analysis, interpretation, and conclusion and offering feasible solutions for the problem identified from the views and perceptions of study participants (Blumberg et al., 2014).

#### **3.3. Research Design and Approach**

To examine and describe the employee relations management practices and related gaps of EMI, a descriptive survey design was used. This type of study design has been chosen because of its appropriateness in describing the current state of ERM practices and related gaps in EMI based on the data collected through questionnaires and interviews with the sample respondents. Sime (2016), quoting Anderson (1990), said that this form of study design helps in providing answers to fundamental research issues and describes what is happening right now. For this purpose, the study used a survey tool as it employed a survey of employees, employee representatives, and managers regarding the ERM practice of the institute.

This study aimed at examining ERM practice and related gaps in EMI. In this regard, both qualitative and quantitative research approaches were used to respond to the research questions. This strategy is used because it enables the researcher to gather data with greater depth and breadth and produce more trustworthy results. It is beneficial that one can make up for the other's shortcomings. Utilizing exclusively qualitative or quantitative research methodologies has limitations, as highlighted by Creswell (2003). However, by balancing out each method's drawbacks, using both enhances the value of the research process and its conclusions. Creswell (2009) says that the use of both qualitative and quantitative methods increases the overall strength of a study, helps address research objectives, and secures validity and reliable results. Similarly, Borland (2001) asserts that the

differences between quantitative and qualitative research are not exclusive. He argues that using both paradigms in a study yields important results.

First, the study used a quantitative method to determine respondents' perceptions of employee relations management practice at EMI. The respondents' perceptions were collected and analyzed using Likert-scale-type questions. A qualitative approach then used. In this instance, extensive open-ended and interview questions were used to examine the ERM practices and related gaps in EMI.

### 3.4. Time Horizon of the Study

Since the study collected data only once about the desired variables, as they fit at the time of the study, and the time horizon of this study is cross-sectional.

### 3.5. Description of Study Constructs/variables

The self-explanatory variable ‘employee relations management practice’ was measured in terms of five constructs or variables along with measuring items, as illustrated in the following table.

**Table 3.1: Description of Study Constructs/Variables**

Study Constructs	No of Items	Adapted from (Source)
Employee relations climate	5	Armstrong (2009)
Employee representation	5	BIS (2011 employee relations survey); Blyton & Turnbull (1998),
Conflict management	6	Bekan (2019); Chaubey, et al. (2017)
Grievance handling	7	FDRE Ministry of Innovation and Technology (2021); <a href="http://www.academia.edu">www.academia.edu</a> (questionnaire for grievance handling).
Employee work-life quality	7	Tamizhjothi (2018); Srivastava & Kanpur , (2014); Talebi et al. (2012); and Kanten & Sadullah (2012), citing Walton's QWL model (1975))
Total	30	

Totally, 30 Likert scale questions with alternatives of strongly agree, agree, neutral, disagree, and strongly disagree were taken and contextualized. In addition, open-ended questions and interviews were used to triangulate and cross-check the responses across employees, employee representatives, and managers of EMI.

### **3.6. Description of the Study Area and Target Population**

#### **Description of the Study Area**

The study was conducted at EMI both at the head office in Addis Ababa and the branch of the Debrezeit training center, which is found in Bishoftu. The Addis Ababa area is at Yeka Sub City Woreda-7, a specific place called Gurd Shola in front of Sahlitemihret Church, whereas the Debrezeit area is around Hora Arseddi, which is found between Addis Ababa University College of Agriculture & Veterinary Medicine and Bishoftu Agricultural Research Institute.

#### **Target Population of the Study**

The target population of the study was 262 employees, seven (7) employee representatives, and eight (8) managers of the institute. Employee respondents were only permanent employees. The employee representatives were from both the union and other representatives who are elected by the whole workforce to represent employees in management and board discussions. The managers include top, middle, and lower-level managerial positions. Thus, the study targeted a total of 277 total populations.

### **3.7. Sampling Techniques and Sample Size**

#### **Sampling Techniques**

This study aimed to examine the employee relations management practice of the Ethiopian Management Institute and recommend possible solutions. Hence, to make the study manageable and achieve the desired result, the researcher employed a hybrid of sampling techniques for the various groupings of study participants. The first method was a purposive sampling technique, which was used to get the opinion and response of employee representatives and managers concerning the practice of the organization in managing employee relations.

Employee participants were the other major building blocks of the study. The institute has different groupings of staff in terms of position, fields of study, and responsibility rank. EMI broadly classifies its employees as a core, which is comprised of a pool of consultants under the management development process, and support staff, which is from the rest of the departments. Hence, a stratified sampling technique was used to select sample employee respondents to make sure that all kinds of staff were fully taking part in the study. Then a simple random sampling method was employed to select sample respondents from each stratum.

#### **Sample Size of the Study**

As the institute's HRM department shows, there are about 262 permanent employees. Out of these, seven (7) are employee representatives. To determine the sample size of employee respondents, the study applied the following formula developed by Krejcie & Morgan (1970):

$$\begin{aligned}
S &= \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)} \\
&= \frac{(1.96)^2 * 262 * 0.5 (1-0.5)}{(0.05)^2 (262-1) + (1.96)^2 * 0.5 (1-0.5)} \\
&= \frac{251.6248}{1.6129} \\
&= \mathbf{156}
\end{aligned}$$

Where:

S = Required Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (0.05); It is the margin of error

Thus, from this figure, the researcher selected 156 employee respondents based on the above-mentioned sample size determination formula. The proportional number of employees from each stratum was taken as per their population size. Thus, as per their proportion in the sampling frame, 60% of the core staff and 59.5% of the support staff of employees of EMI were included in the study.

**Table 3.2: Proportional Sample Size determination of Employees**

S/N	Employee's Stratum	Population	Sample Size	
			No.	Percentage
1	Core staff	37	22	59%
2	Support staff	225	134	60%
<b>Total</b>		262	156	59.5%

**Source:** Survey result (Feb.2023)

In addition to employee respondents, the study purposively selected seven (7) employee representatives and eight (8) managers. Thus, a total of 171 sample respondents were selected as study participants, which is displayed in the following table.

**Table 3.3: Total Sample Size of Respondents**

S/N	Respondents	Sample	Instrument
1	Employees	156	Questionnaires
2	Employee representatives	7	Questionnaires
3	Managers	8	Interview
Total sample size		171	

**Source:** Survey result (Feb.2023)

### **3.8. Data Type, Source, and Instruments for Data Collection**

#### **Types of Data**

Since the study employed a mixed approach, the researcher gathered both qualitative and quantitative data. In the first quantitative phase of the study, data was gathered using questionnaires from employees and employee representatives. In the second qualitative phase, interview sessions were conducted to capture the views of managers and allow them to discuss and raise issues that provide valuable information in the context of their experiences regarding the ERM practice in the institute.

#### **Sources of Data**

This study relied on primary and secondary data sources. Primary data were collected from employees, employee representatives, and managers using questionnaires and interviews. And the secondary data was collected from the institute's archives, HR policies and procedures, manuals, collective agreement documents, books, studies, and journal articles.

#### **Tools for Data Collection**

The instruments to be used to collect data were questionnaires and interviews.

#### **Questionnaires**

The questionnaires were designed to capture the perceptions and opinions of employees and employee representatives regarding the practice of employee relations management at the institute. Accordingly, the researcher employed Likert scale-type questions to make it easier for the respondents and ultimately ensure a maximum response rate. There are also open-ended questions that give respondents the freedom to express their feelings and opinions. The questionnaires were adapted from ERM literature and previous studies.

#### **Interviews**

The interview questions, which comprised semi-structured questions, were held with the managers to capture their views and to be triangulated or cross-checked with employees' and employee representatives' perceptions regarding the employee relations practices and related gaps of the Ethiopian Management Institute.

### **3.9. Methods of Data Analysis, Presentation, and Interpretation**

#### **Data Analysis Methods**

The process of data analysis involved several stages, namely data clean-up and explanation. The completed questionnaires were edited for completeness and consistency. The data was then coded and checked for any errors or omissions. To come across a suitable presentation of the ERM practices and a valid generalization of findings, the student researcher applied both quantitative and qualitative methods of data analysis. Regarding the quantitative data, the study has employed descriptive statistical tools (frequency, percentages, mean, and standard deviation) and inferential statistical tools (T-test, f-test, correlation, and factor analysis) with the help of SPSS version 21. Regarding qualitative data collected through interviews and open-ended questions, the data were separated and consolidated by their type and content and analyzed using uniform thematic areas and narrating techniques.

#### **Presentation and Interpretation of Data**

Tables and graphs were used to illustrate and arrange the gathered data in a way that would make sense to readers. An interpretation of the data's significance was formed based on the presented and analyzed data by comparing it with literature, policies, and guidelines. Finally, possible recommendations were forwarded based on the data analysis, interpretation, and conclusions.

### **3.10. Instrument Validity and Reliability**

#### **Validity of the Instrument**

According to Kothari (2004), when research is stated to be valid, it indicates that it accurately reflects the subject of the study and measures what it is supposed to measure. Therefore, to ensure the study's validity, the quantitative data were separately examined and triangulated with the qualitative and empirical findings. Additionally, to assess the relevance of the research instrument, both the questionnaire and interview questions were assessed for content validity by being tailored using the studied literature and consulting specialists, particularly the advisor, and adjustments were made where applicable.

The construct validity was checked by the confirmatory factor analysis (CFA) technique. According to Zikmund et al. (2013), "CFA is a good tool for assessing construct validity as it provides a test of how well the researcher's "theory" about the factor structure fits the actual observations". According to Muthoka (2017), CFA can be done through the extraction method of principal component analysis and establishing the values for factor /item loadings. Accordingly, for this study, which has a sample size of 156, the CFA loading factor/item of 0.45 was taken as the threshold value as recommended by Hair et al. (2010).

As a result, all study items, except one, have more than a 0.536 factor/item loading value (see Appendix-v). Even though there was one value less than the recommended 0.45, Hair et al. (2010) suggested that "factor/item loadings with +0.50 are considered practically significant", and factor/item loadings +0.3 to +0.4 are minimally acceptable. Given that, all the study items were found to be practically significant to analyze the available data.

### Reliability of the Instrument

According to Bhattacharjee (2012), reliability is concerned with a measurement tool's accuracy and precision as well as its capacity to measure consistently. Cronbach's alpha reliability test was examined to determine the study's reliability. In order to do this, the questionnaires were pre-tested prior to the completion of the task, and the necessary corrections were made before the full-scale data collection was conducted. In this case, the researcher checked both internal consistency among the constructs and variables and the overall (total) reliability test.

**Table 3.4. Measurement Scales' Internal Consistency Analysis Result**

<b>No</b>	<b>Constructs</b>	<b>No of Items</b>	<b>Cronbach's Alpha Values</b>	<b>Explanations</b>
1	Employee relations climate	5	0.91	Excellent
2	Employee representation	5	0.89	High
3	Conflict management	6	0.88	High
4	Grievance handling	7	0.93	Excellent
5	Employee work-life quality	7	0.85	High

**Table 3.5. Total Reliability Result of Measurement Scale**

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>No of Items</b>
.966	.967	30

**Source:** Computed in SPSS (March 2023)

As shown in tables 3.4 and 4.5 above, the reliability test of the five constructs was performed to determine the internal consistency of the measurement scale. Accordingly, an alpha ( $\alpha$ ) value ranging from 0.80 to 0.93 was found. In addition, the total alpha value of the study instrument was 0.966, which is excellent and reliable. This indicated that all study constructs exceeded the minimum cutoff of 0.70.

### **3.11. Ethical Considerations**

To uphold the ethical standards of the study, the Addis Ababa University legislation regarding academic exercises, illegal information, plagiarism, carelessness, and fabrication was followed throughout the research process. Additionally, the privacy of the study participants was maintained, the voluntary nature of participation was acknowledged, and the right to withdraw partially or entirely from the research process was ensured. Furthermore, every source of theoretical and empirical literature was duly acknowledged. The information collected from the study participants was kept confidential and used only for the study's purposes.

## Chapter Four

### Results and Discussion

#### 4.1. Introduction

The overall objective of the study was to examine the employee relations management practice in the case of the EMI. Specifically, the study wanted to assess the employee relations climate, employee representation, conflict management, grievance handling, and work-life quality of employees in the institute. Thus, this chapter focused on the presentation, analysis, and interpretation of data regarding the practices of employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality in EMI. A statistical software for social sciences (SPSS) version 21 was used for the analysis purposes, and based on the information gathered through questionnaires and interviews, the results and discussions of each ERM practice were discussed here under.

#### 4.2. Response Rate

**Table 4.1. Employee Respondents' Valid Percentage**

<b>Questionnaires</b>	<b>No of Respondents</b>	<b>Valid Percent</b>
Distributed	156	100%
Returned	130	83.3%
Not returned	26	16.7%

**Source:** Survey result (April 2023)

As it's shown in the above table, the sample size of this study was 156 employees, and the same number of questionnaires were prepared and distributed for this sample of EMI employees. Out of these, 130 were completed and returned, which represents 83.3%. In addition to this, of the seven (7) employee representatives who were purposefully selected, five (71%) of them responded to the questionnaires. And from the total of eight (8) managers, five (62.5%) of them participated in the interview discussion, and the rest three (3) were not available at the time of data collection.

Thus, of the total sample size of 171 respondents, 140 (82%) gave responses for the study. As Birhan (2021), quoting Mugenda & Mugenda (2008), stated, a response rate of  $\geq 50\%$  is sufficient for analysis and reporting. As a result, the response rate of the study was found to be adequate.

### 4.3. Demographic Profile of Respondents

The demographic information of respondents is presented to give readers an awareness of who the study participants were. This section therefore looked at the profile respondents in regard to gender, age, educational background, work experience, work process, and workplace of the study participants. The result of each category is presented in the following table:

**Table 4.2: Respondents' Background Information**

Parameters	Categories	Respondents					
		Employees		Employee Representatives		Managers	
		<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Gender	Male	67	51.5	3	60	4	80
	Female	63	48.5	2	40	1	20
	Total	130	100	5	100	5	100
Age	<25	1	0.8	-	-	-	-
	25-35	44	33.8	2	40	-	-
	36-45	49	37.7	3	60	2	40
	46-55	25	19.2	-	-	3	60
	>55	11	8.5	-	-	-	-
	Total	130	100	5	100	5	100
Educational Status	≤ Diploma	52	40	1	20	-	-
	Degree	46	35.4	1	20	1	20
	Masters	32	24.6	3	60	3	60
	PhD	-	-	-	-	1	20
	Total	130	100	5	100	5	100
Working Experience	<5 years	26	20.0	-	0.0	2	40
	5-10 years	70	53.8	4	80	2	40
	11-20 years	17	13.1	1	20	1	20
	>20 years	17	13.1	-	-	-	-
	Total	130	100	5	100	5	100
Work Process	Core staff	22	16.92	1	20	2	40
	Support staff	108	83.08	4	80	3	60
Work Place	Head office	103	79.23	2	40	4	80
	Branch	27	20.77	3	60	1	20

**Source:** Survey result (April 2023)

As the above table displays, out of the total employee respondents, 67 (51.5%) are male and 63 (48.5%) are female. This implies that there is a very slight difference in the number of employee respondents regarding gender. When we come to the respondents of employee representatives, 3 (60%) are males, and the rest are 2 (40%) females. This indicates that there is a slight difference between male and female employee representative respondents. The other age category displayed in the above table is that of manager interview respondents. Accordingly, 4 (80%) are males and only 1

(20%) are females. This shows that the number of females in management positions at the institute is very limited.

When we see the age distribution of the respondents, from the total of employee respondents, 1 (0.8%) is found in the age group of below 25 years, 44 (33.8%) are found between the ages of 25–35 years, 49 (37.7%) respondents are between the ages of 36–45, 25 (19.2%) are found between the ages of 46–55 years, and the rest 11 (8.5%) respondents are found in the age category of above 55 years. When we see the age of employee representative respondents, 2 (40%) are found between 25 and 35 years of age, whereas 3 (60%) are found between 36 and 45 years of age. The other age category of respondents represents managers. Accordingly, 2 (40%) are between 25-35 years, and 3 (60%) are found between 46-55 years.

When we see the educational level of respondents from Table 4.2, 52 (40%) of employee respondents have a diploma, 46 (35.38%) have a BA or BSc degree, and 32 (24.62%) are MA or MSc degree holders. When we come to employee representative study participants, 60% of them are MA or MSc degree holders; the rest are BA or BSc graduates; and 20% are diploma holders. Manager interviewees (60%) are MA/MSc holders, 1 (20%) has a master's degree, and 1 (20%) is a PhD graduate. Therefore, the data shows that the educational status of EMI workers is high at the managerial level, which slows down employees and requires EMI to invest more in education and capacity programs. However, the majority of the respondents (60%) are first and second-degree holders.

Regarding the work experience of the respondents to EMI, as the table above displays, about 20% are categorized as having less than five years, 53.85% of them have 5–10 years, 13.08% have 11–20 years, and finally, 13.08 % have more than 20 years of work experience. So, the data indicates that about 80% of the respondents have five years or more of work experience in the institute.

As the above table illustrates, 83.08% of the employee respondents were support staff members, whereas 16.92% were core staff members. But the sample size of respondents was proportional to the number of core and support staff. Thus, it's possible to understand that the study collected representative data on the work processes.

Regarding the workplace of respondents, 79.23% of employee respondents were from the head office, whereas 20.77% of them were from the Debrezeit management training center. This shows that the majority of permanent employees are working at the head office. But, this was due to the limited number of permanent in the branch office. However, the study took a proportional sample from both the head office and the branch. Therefore, it's possible to understand that the study collected representative data from the workplace.

#### 4.4. Normality of the Data

According to Roni (2014), normality can be checked through kurtosis and skewness. Therefore, to establish whether the data is normally distributed or not, skewness and kurtosis were used and presented as follows:

**Table 4.3. Normality test of the data**

ERM Practices	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ERC	130	2.8492	1.01769	.084	.212	-.982	.422
ER/V	130	2.3923	.91173	.304	.212	-.791	.422
CM	130	2.5808	.78125	.301	.212	-.568	.422
GH	130	2.3835	.93585	.695	.212	-.210	.422
QWL	130	2.6604	.91227	.426	.212	-.320	.422

**Source:** Survey result (April 2023)

Garson (2012), cited by Andualem (2017), asserts that for the data to be normally distributed, the skew value should be between +2 and -2, and the kurtosis should fall between +2 and -2. Thus, in this study, as shown in the table above, the skew value ranges between 0.084 and -0.695, and the kurtosis value is revealed with ranges between 0.982 and -0.210. Therefore, we can say that the data in this study is normally distributed.

#### 4.5. Group Difference Analysis Result

Roni (2014) stated that the t-test provides a basis to analyze if there is any difference between two sample groups". Thus, this study carried out one sample t-test and an independent sample t-test, which are shown as follows:

##### One Sample T-Test

To examine the level of ERM practices at EMI, one sample t-test was employed. Accordingly, the results from the following table revealed that the ERM practice of the institute lies between the mean score of 2.4323 and 2.7142 and was found to be statistically significant ( $p < 0.01$ ). Thus, based on these statistics, the level of ERM practices at EMI falls below average.

**Table 4.4. One-Sample Test**

	Sample mean	Std. Deviation	Test Value = 0					
			t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
							Lower	Upper
ERM practices	2.5733	.81236	36.116	129	.000	2.57325	2.4323	2.7142

Source: Survey results (April 2023)

**Independent Sample T-Test Result of Respondents' Category**

An independent T-test was checked to determine the significance of differences in responses from various employee answer categories. In order to determine if a statistically significant difference existed between core and support staff respondents, the group differences test for the researched constructs was examined. Awet (2020), quoting Pallant (2010), defined an independent-samples t-test as "a parametric technique or an inferential statistics test that determines whether there is a statistically significant difference in the mean scores for the two groups". As a result, the t-test of the employees' perceptions of core and support staff regarding the ERM practices of the institute was shown as follows:

**Table 4.5. Independent Samples Test for core & support staff's perception of ERM practices**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean d/c	Std. Error d/c	95% Confidence Interval of the Difference	
									Lower	Upper
Employees' perception of ERM practice at EMI	Equal variances assumed	.279	.598	-2.485	128	.014	-.46304	.18632	-.83171	-.09438
	Equal variances not assumed			-2.583	31.381	.015	-.46304	.17927	-.82849	-.09759

Source: Survey results (April 2023)

As the table above reveals, the p-values of the t-test for equal means revealed 0.014, which is < 0.05. This implies that there is no significance in the perceptions of core and support staff respondents toward the ERM practices of the institute understudy.

#### 4.6. Test of Significance Analysis Result

To check whether there is a significant difference across different employee respondent groups in the perception of EMI’s ERM practice, the F-test was carried out. As shown in the following table, 4.6, there is no significant difference between the perceptions of the sampled respondents regarding the employee relations management practice of EMI. This implies that the perception of ERM practice at EMI is not different across different employee respondent groups.

**Table 4.6. F-Test of ERM Practice ANOVA**

		Sum of Squares	df	Mean Square	F	Sig
Between People		425.659	129	3.300		
Within People	Between Items	19.833	4	4.958	22.393	.000
	Residual	114.253	516	.221		
	Total	134.086	520	.258		
Total		559.744	649	.862		

Grand Mean = 2.57

Source: Survey results (May 2023)

#### 4.7. Correlation Analysis of the Study Constructs

The correlation matrix for the study constructs is displayed in the following table: As a result, all the correlation coefficients were positively correlated, with a maximum value of .791 and a minimum value of .706. Furthermore, they were all significant at 0.01, thereby implying that the study constructs used in this study were valid to be measured to achieve the main aim of the study.

**Table 4.7. Bivariate Correlation Matrix for the Constructs**

		ERC	ER/V	CM	GH	QWL
ERC	Pearson Correlation	1				
ER/V	Pearson Correlation	.791**	1			
CM	Pearson Correlation	.719**	.806**	1		
GH	Pearson Correlation	.780**	.795**	.773**	1	
QWL	Pearson Correlation	.707**	.622**	.722**	.706**	1

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

Source: Survey results (April 2023)

#### 4.8. Factor Analysis of the Study Constructs

According to Roni (2014), factor analysis helps validate a given construct based on multiple indicators. Thus, this study employed Bartlett's Test of Sphericity (BTS) and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO). Awet (2020), citing Kline (2014), stated that KMO reflects the sum of partial correlations towards the sum of correlations. Quoting Tabachnick et al. (2007), he added that a KMO value of 0.6 was proposed as the minimal cutoff for examining the suitability of factorability of scale items. He further explained that Bartlett's Test of Sphericity should also be significant at  $p < 0.05$ , and the KMO index ranges from 0 to 1, with 0.6 suggested as the minimum cutoff for considering the appropriateness of scale items.

Thus, as shown in the following table, the KMO analysis result of the study instrument revealed a value of 0.943, which was above the minimum acceptable level and indicated adequate sampling as well as a significant association among the scale items.

**Table 4.8. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	3102.983
	df	435
	Sig.	.000

Source: Survey result (April 2023)

#### 4.9. Respondents' Perception of ERM Practice at EMI

To examine the existing level of ERM practice at EMI, five practices of ERM were used, and respondents were asked to rate their level of agreement for statements of each construct (ERC, ER/V, CM, GR, and QWL). Frequency, percentages, mean, and standard deviation of descriptive statistics were used to analyze the data. The responses of the respondents were rated using a five-point Likert scale ranging from 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree), and 1 (strongly disagree). After receiving the filled-out questionnaires from respondents, the results of all 30 questions are analyzed using SPSS to facilitate an in-depth and smooth analysis. Besides, the data collected from open-ended questions, and managers' interviews was also presented to triangulate and validate the data. To this end, the descriptive analysis for each practice is discussed in the following section.

##### 4.9.1. Respondents' Perception of ERC at EMI

The first specific objective of the study was to assess the employee relations climate that exists at EMI. In this case, Armstrong (2009) stated that the ER climate of organizations can be good if there is: a) trust between management and employees; b) fair treatment of employees; c) openness of management actions; d) day-to-day harmonious relationships; e) win-win conflict resolution; and f) treatment of employees as stakeholders. Thus, to assess the employee relations climate at EMI, a

series of five (5) questions were presented to both the employee and employee representative categories of respondents. As a result, the following result was found:

**Table 4.9. Employees' Perception of ERC at EMI**

Items	Level of Agreement						N	M	SD
	St	5	4	3	2	1			
There is trust between the management and employees.	<i>f</i>	12	34	40	33	11	130	3.02	1.11
	%	9.2	26.2	30.8	25.4	8.5	100		
EMI treats employees fairly and humanely.	<i>f</i>	12	44	16	45	13	130	2.98	1.21
	%	9.2	33.8	12.3	34.6	10.0	100		
The management is open for its actions.	<i>f</i>	9	38	19	41	23	130	2.76	1.24
	%	6.9	29.2	14.6	31.5	17.7	100		
Day to day Harmonious relationships are maintained.	<i>f</i>	8	36	35	38	13	130	2.91	1.10
	%	6.2	27.7	26.9	29.2	10.0	100		
EMI treats employees as stakeholders.	<i>f</i>	5	37	21	32	35	130	2.58	1.26
	%	3.8	28.5	16.2	24.6	26.9	100		
<b>Aggregate</b>								<b>2.71</b>	<b>1.19</b>

**Source:** Survey result (May 2023)

As shown in Table 4.9 above, the first question forwarded to employee respondents was whether there is trust between management and employees or not. Hence, 12 (9.2%) and 34 (26.2%) strongly agreed. 40 (30.8%) were neutral and decided to agree or disagree. And the rest, 33 (25.4%) and 11 (8.5%), disagreed and strongly disagreed, respectively. In the same way, this similar question was forwarded to the respondents of employee representatives. Consequently, 1 (20%) agreed, 2 (40%) agreed or disagreed, and the rest (2 40%) disagreed with the question presented. In addition to this, employee respondents stated that they have lost trust in their managers because they are not doing what they are saying, i.e., not walking the talk. From this, it's likely to be realized that the majority of the respondents believe that EMI has a limitation in developing trust between managers and employees.

As the second row of the table presents, respondents were also requested to indicate their agreement or disagreement with the statement "EMI treats its employees fairly and humanely". As it's displayed on the graph below, about half (56, or 43.77%) answered positively (agree), and half (44.6%) responded negatively (disagree) that EMI treats its employees fairly and humanely. The rest (16, or 12.3%) were neutral to indicate their agreement. In this case, employee representatives were asked a

similar question. As a result, three (60%) of them disagree and two (40%) agree on the situation. From this, it's possible to realize that the majority of the respondents believe that there is no fair and humane treatment of employees in their organization.

The other question presented to participants was whether the management of EMI is open to its actions or not. Thus, the majority (49.23%) disagreed, while 36.13% agreed with the question. The rest (14.62%) were neutral in their responses. In this situation, 3 (60%) of the employee representative respondents disagreed, and 2 (40%) agreed that there is an openness to management actions in EMI. Furthermore, through their open-ended answers, employees stated that working systems and procedures are not made clear to them. They also explained that the existing rules and regulations are traditional and mechanical and are control-oriented rather than commitment-oriented. In the same way, during interviews, managers stated that EMI has adequate policies and working procedures, even if there is a limitation in communicating with all employees. This implies that EMI lacks transparency in its actions and intentions. This is in violation of the FDRE Proclamation No.1156/2019 regulations. As stated by Zewdu (2020), the newly revised proclamation maintains the obligations of the employers to raise the awareness of their employees toward the rules and regulations of the organization.

As shown in the above table, respondents were asked to express their agreement on whether day-to-day harmonious relationships are maintained or not. Consequently, 33.85% of them agreed, 26.92% were uncertain, indicating their answer, and the remaining 39.23% disagreed with the question. In this circumstance, 2 (40%) of the employee representative respondents agreed and 3 (60%) of them disagreed that there is a harmonious relationship in EMI. From this, it's possible to know that the majority of the employees have doubts about the presence of harmonious relationships in the institute.

The last question asked of respondents concerning the employee relations climate of the institute was whether EMI treats its employees as stakeholders or not. Sundaray et al. (2010) say that organizations with good employee relations are likely to have an HR strategy that places a high value on employees as stakeholders in the business. Employees who are treated as stakeholders have certain rights within the organization and can expect to be treated with dignity and respect, they added. Accordingly, as seen in the table above, the majority (51.5%) disagreed, 16.15% were not yet decided, and only 32.3% agreed that employees are treated as stakeholders in EMI. Similarly, 4 (80%) of employee representatives disagreed, and only 1 (20%) agreed. This figure shows that the majority of employees perceive that they are not treated as stakeholders in EMI.

Despite the weaknesses observed, however, the study also revealed some strengths regarding ERC and EMI. These include the news of the week through which weekly management decisions are

disclosed to employees, induction programs for newcomers, shared value for customer service, the annual, biannual, and quarterly planning and reporting meetings with employees, and the new management's attempts to improve the working environment.

#### 4.9.2. Respondents' Perception of ER/V at EMI

The second specific objective of the study was to know the perception of sample respondents toward the ER/V practice at EMI. Hence, a series of five (5) questions were presented to both the employee and employee representative categories of respondents. Besides, open-ended questions were also presented to the respondents. Furthermore, the interview data collected from manager respondents was also presented to triangulate and validate the data. As a result, the following result was found:

**Table 4.10. Employees' Perception of ER/V Practice at EMI**

Items		Level of Agreement					N	M	SD
		5	4	3	2	1			
Employees are adequately represented in matters concerning them.	<i>f</i>	3	28	24	43	32	130	2.44	1.15
	<i>%</i>	2.3	21.5	18.5	33.1	24.6	100		
The collective agreement was held by considering the interests of employees.	<i>f</i>	1	28	21	46	34	130	2.35	1.11
	<i>%</i>	0.8	21.5	16.2	35.4	26.2	100		
The management consults employees and employee representatives before decisions are made	<i>f</i>	2	21	26	43	38	130	2.28	1.10
	<i>%</i>	1.5	16.2	20.0	33.1	29.2	100		
Managers are sincere in attempting to understand employees' concerns.	<i>f</i>	3	31	22	61	13	130	2.62	1.03
	<i>%</i>	2.3	23.8	16.9	46.9	10.0	100		
Employee representatives are actively participating on employer-employee issues.	<i>f</i>	2	22	20	52	34	130	2.28	1.08
	<i>%</i>	1.5	16.9	15.4	40.0	26.2	100		
<b>Aggregate</b>								<b>2.39</b>	<b>1.09</b>

**Source:** Survey result (May 2023)

As it's shown in Table 4.10 above, the first question presented to employees was whether they are adequately represented in matters concerning them or not. Accordingly, from the total of respondents, the majority, i.e., 43 (33.1%) and 32 (24.6%) disagreed and strongly disagreed with the stated statement. And 24 (18.5%) of them were not certain whether to agree or not to agree. Only 3 (2.3%) and 28 (21.5%) of employees strongly agreed with the statement. Similarly, 60% of employee representative respondents expressed their disagreement with the presented statement.

The data collected from open-ended questions supports this argument, i.e., it's stated that EMI does have only a labor unionism form of employee representation, and there is no mechanism to represent employees who are not members of the labor union. In this case, manager interviewees stated that the institute has created a mechanism by which employees' voices are considered through their representatives. But, employees who are not members of the labor union are complaining that the institute doesn't have any other means to see their voices. From this, it's possible to realize that the institute has weaknesses to ensure adequate representation of all employees.

As it's presented on the second row of the table above, employees were asked to express their level of agreement on the question, "The 7<sup>th</sup> collective agreement was held by considering the interests of employees". To this end, 80 (61.5%) strongly disagreed or disagreed, and 21 (16.2%) were uncertain whether to agree or disagree. Of the total respondents, only 29 (22%) agreed that it was in the interests of employees that the agreement was reached. In the same way, all (100%) of the employee representative respondents expressed their disagreement on a similar question.

In addition to this, the open-ended data revealed that there are complaints raised about the collective agreement as it neglects the views of employees who are not members of the labor union. Concerning this, the existing 7<sup>th</sup> collective agreement faces a problem of implementation due to a lack of ownership and belongingness. The managers' interview data did not differ from the employees' and employees' responses, i.e., managers said that "some employees are complaining of the collective agreement, thinking that it doesn't address their voice." This shows us that the existing collective agreement has weaknesses in accommodating the interests of employees who are outside of the labor union membership.

The other question presented to study participants was whether management consults employees or their representatives before reaching decisions. Muthoka (2016), citing Martin (2008), stated that when employees are encouraged to participate in their organizational affairs, it will increase their productivity for the organization. In view of that, only 23 (17.7) of the employee respondents strongly agreed, 81 (62.3%) disagreed, and 26 (20%) were neither agreeing nor disagreeing that there is a consultation of employees in the decision-making process of the institute. The same is true of employee representative respondents' responses, i.e., 4 (80%) of them disagreed and 1 (20%) were neutral, and neither of them agreed that EMI consults employees in decision-making processes.

Employees and their representatives also explained that even if there is some attempt to inform workers about the decisions, it is one-way communication and doesn't solicit feedback from employees. In this case, during the interview session held with the manager respondents, they said that there is news of the week on the notice on which management decisions are communicated to employees. From this, the student researcher understands that EMI has strengths in communicating

management decisions to employees, but weaknesses in seeking employees' feedback before the decisions are made. This shows that EMI has weaknesses in considering the views and feedback of its employees in its decision-making processes. This is in contradiction with Tewari & Kumar (2019), who say that "It is not enough for communication to be a one-way process. There has to be downward and upward communication".

The 4<sup>th</sup> row of table 4.10 shows that employee respondents were asked to what extent they agree with the statement "Managers are sincere in attempting to understand employees' concerns. Hence, more than half of the employee respondents, i.e., 61 (46.9%) and 13 (10%), disagreed and strongly disagreed, respectively. 22 out of 29 (16.9%) were not decided to agree or disagree. Only 34 (26.15%) of them expressed their agreement. In this case, 80% and 20% of employee representatives strongly disagreed and disagreed, respectively. Conversely, the manager interviewees' response contradicts the employees' response, i.e., they indicated that the institute has created a mechanism through which every employee who has any question or issue can talk to even top managers at any time. This shows that the existing managers of the institute have weaknesses in genuinely understanding their employees' interests and problems, even if they think they're good at it.

The other question offered to the respondents was whether employee representatives are actively participating in employer-employee issues at the institute or not. Thus, around 86 (66.15%) of them disagree, 20 (15.4%) were unable to decide, and only 24 (18.46%) agree that EMI creates the platform for active employee representative participation in organizational affairs. This is supported by the responses of employee representatives, in that four (80%) of them disagreed and only one (20%) agreed on the situation. Employees also explained that employee representatives aren't playing their role and aren't strong enough to protect the interests of employees. In this case, employee representative respondents claim that they are not empowered to actively participate in the overall organizational manner and to influence management decisions. On the other hand, managers argue that it's not the fault of the institute for employee representatives' failure to protect their members. This implies that employee representatives are not protecting the interests of employees, even though there might be reasons for that.

Despite the weaknesses observed, the study also revealed some strengths regarding the ER/V of EMI. These include the presence of some elected people to represent employees and the freedom given to labor unions to act independently of any influence.

#### **4.9.3. Respondents' Perception of CM at EMI**

The third objective of the study sought to assess the prevailing conflict management practice at EMI. According to Engdawork & Thuo (2017), "conflicts in organizations, if properly handled, contribute to solidarity within conflicting groups and reconciliation of legitimate interests, which in turn

strengthen relationships". Thus, a series of six (6) questions were presented to both the employee and employee representative categories of respondents. Besides, open-ended questions were also presented to the respondents. Furthermore, the interview data collected from manager respondents was also presented to triangulate and validate the data, which is presented in detail as follows:

**Table 4.11. Employees' Perception of CM Practice at EMI**

Items		Level of Agreement					N	M	SD
		5	4	3	2	1			
EMI has clearly stated mechanisms to manage conflicts in the institute.	<i>f</i>	3	33	44	43	7	130	2.86	0.94
	%	2.3	25.4	33.8	33.1	5.4	100		
Conflicts arise between EMI and its employees are resolved in win-win solutions.	<i>f</i>	1	27	24	59	19	130	2.48	1.00
	%	0.8	20.8	18.5	45.4	14.6	100		
Management ensures that employees are appropriately represented in case of conflicts resolution processes.	<i>f</i>	1	19	43	55	12	130	2.55	0.88
	%	0.8	14.6	33.1	42.3	9.2	100		
Employer and employees mutually respect each other during the conflict resolution process.	<i>f</i>	3	35	30	43	19	130	2.69	1.09
	%	2.3	26.9	23.1	33.1	14.6	100		
Managers always interact with their employees to arrive at consensus decisions during conflict resolution process.	<i>f</i>	4	23	31	41	31	130	2.45	1.13
	%	3.1	17.7	23.8	31.5	23.8	100		
Appropriate parties are involved during conflict resolution processes.	<i>f</i>	1	15	44	52	18	130	2.45	0.9
	%	0.8	11.5	33.8	40.0	13.8	100		
<b>Aggregate Mean</b>								<b>2.58</b>	<b>0.99</b>

Source: Survey result (May 2023)

As illustrated in the table above, 27.69% of employees chose to agree or strongly agree, 38.78% opted to disagree, and the rest, 33.85%, were neutral to express their opinion concerning the idea that EMI has the proper mechanism to manage workplace conflicts. A similar point has been presented by employee representatives, i.e., 60% of them disagreed, 20% agreed that the organization they are working for has the mechanisms to manage conflicts, and 20% were neutral to say anything. In the same way, during interview sessions, managers also explained that the institute applies informal rather than formal mechanisms for conflict resolution. This indicates that EMI lacks formal ways to manage conflicts.

Regarding the question that says conflicts are resolved in win-win solutions, only 21.5% of them agreed or strongly agreed that conflicts are resolved in win-win solutions. The majority, 60%,

disagreed or strongly disagreed. The rest (18.46%) said that they don't have information about the stated question. Similarly, none of employee representatives agreed that conflicts in their organization are resolved in a win-win solution that satisfies both parties. 80% of them disagreed or strongly disagreed, and 20% of them failed to express their opinion regarding the stated statement. This shows that conflicts in EMI are not resolved in collaborative ways that benefit both parties.

As it's shown in the table above, when the employee respondents were asked to express their view concerning whether management ensures that employees are appropriately represented during conflict resolution processes, out of 130 employee respondents, only 15.39% indicated positive responses (strongly agree and agree), whereas 51.5% presented negative responses (strongly disagree and disagree) towards the question, and 33.08% were neutral. In this case, the majority (60%) of employee representative respondents disagreed on this similar question. From this, we can infer that EMI has limitations in ensuring employees are appropriately represented in conflict resolution processes.

When respondents were asked if employer and employee mutually respected each other during the conflict resolution process, 47.7% of them identified themselves as disagreeing and strongly disagreeing, while 29.23% identified themselves as agreeing and strongly disagreeing, and the rest, 23.08% of employee respondents, remained neutral. In this regard, 80% of employee representatives thought that there was no mutual respect between the two parties in the course of conflict resolution processes, and the rest (20%) were not sure. This means that the conflict resolution processes of the institute are not carried out on a mutual basis.

The other question concerning the CM practice of EMI asked for employees was whether or not the managers are interacting with their subordinates to arrive at consensus decisions during conflict management processes. Here, about 55.4% disagreed or strongly disagreed, and 23.85% hesitated to decide whether to agree or disagree. Only 20.77% of the respondents responded positively. This is true of employee representative study participants, i.e., only 20% of them reacted positively to the fact that there is interaction between managers and employees to reach consensus decisions.

With regards to the CM practice of EMI, employees were lastly asked whether EMI encourages appropriate parties to be involved throughout the conflict resolution process or not. Given that, only 12.3% supported the argument. The majority, or 53.85%, stood against the question, and 33.85% did not take either side. In this case, 60% of employee representatives were labeled as disagreeing or strongly disagreeing, whereas 40% of them supported the statement. This shows that the majority of employees lack trust and confidence in the existing alternative resolution mechanism of the institute.

Although the study revealed a lot of limitations, the qualitative data also revealed some strong sides concerning the CM practice of EMI. These include attempts to solve conflicts in an informal manner and the presence of disciplinary procedures to manage the behavior of managers and employees.

#### 4.9.4. Respondents' Perception of GH at EMI

The fourth objective of the study was to assess the employee grievance handling practice at EMI. Thus, a series of seven (7) questions were presented to both the employee and employee representative categories of respondents. Besides, open-ended questions were also presented to the respondents. Furthermore, the interview data collected from manager respondents was also presented to triangulate the data.

**Table 4.12. Employees' Perception of Employee GH Practice at EMI**

Items	S	Level of Agreement					N	M	SD
		5	4	3	2	1			
EMI has a mechanism to which employees easily present their grievances and get satisfactory solutions.	<i>f</i>	7	22	32	50	19	130	2.60	1.10
	<i>%</i>	5.4	16.9	24.6	38.5	14.6	100		
The actions taken by the management to handle grievances coincide with the feelings of the employees.	<i>f</i>	3	17	20	60	30	130	2.25	1.03
	<i>%</i>	2.3	13.1	15.4	46.2	23.1	100		
Employees are well informed of the grievance system & how to access it.	<i>f</i>	2	19	29	51	29	130	2.34	1.03
	<i>%</i>	1.5	14.6	22.3	39.2	22.3	100		
Employees' grievances are adequately addressed in a timely and respectful manner.	<i>f</i>	2	18	15	62	33	130	2.18	1.02
	<i>%</i>	1.5	13.8	11.5	47.7	25.4	100		
Employees are free to express their concerns & complaints without fear.	<i>f</i>	9	39	22	42	18	130	2.84	1.20
	<i>%</i>	6.9	30	16.9	32.3	13.8	100		
The grievance handling committee operates independently of any influence to deliver fair and impartial treatment to each case	<i>f</i>	8	16	23	41	42	130	2.28	1.22
	<i>%</i>	6.2	12.3	17.7	31.5	32.3	100		
Employees' complaints are being taken care of and resolved accordingly.	<i>f</i>	9	12	19	44	46	130	2.18	1.21
	<i>%</i>	6.9	9.2	14.6	33.8	35.4	100		
<b>Aggregate</b>								<b>2.38</b>	<b>1.12</b>

Source: Own Survey (May 2023)

As illustrated in the first row of the table, respondents were asked about the presence of a grievance handling mechanism in EMI to which they could easily present their grievances and get satisfactory solutions. Accordingly, from the total respondents, 19 (14.62%) and 50 (38.46%) answered strongly

disagree and disagree, respectively. 32 (24.62%) neither agree nor disagree, and only 22.3% agree that there is a mechanism for grievance handling procedures. In this instance, only 20% of employee representative respondents agreed, and 20% were neutral to indicate their agreement. The rest (60%) disagreed. This question was asked in the same way for managers in the interview session. All of them replied that there is a set grievance-handling procedure. However, some of them weren't sure if it was clearly communicated to employees. This reveals that the institute has limitations in communicating grievance procedures to employees.

The other question presented to the respondents was whether actions taken to handle grievances coincided with their feelings. As a result, around 23.08% and 46.15% replied strongly disagree and disagree correspondingly. About 15.38% hesitated to express their agreement. Out of the entire respondents, only 13.08% and 2.308 agreed and strongly agreed, respectively. The same is true of employee representative participants, i.e., 80% of them disagree while 20% react positively towards this issue. This shows that the institute's attempt to handle and solve grievances is not as per the feelings and concerns of its employees.

The third question associated with the grievance handling practice of the institute is whether employees are well informed of the grievance handling system of the institute. Given that, 39.23 percent disagreed, and 22.31% disagreed with the statement. Only 16.16% perceived that they were well knowledgeable of the institute's grievance handling method. The rest, 22.31%, have nothing to say about the question provided. In this circumstance, the responses of employee representative respondents supported this result, i.e. only 20% of them agreed, and the rest expressed their disagreement. Also during interviews, managers stated they were not sure whether employees were informed of it or not. This shows that EMI has observable gaps in creating awareness of the existing grievance procedures for all employees.

Regarding the question that says 'employees' grievances are addressed in a timely and respectful manner', only 15.39% of employee respondents agreed or strongly agreed, while about 73% of them disagreed or strongly disagreed. The remaining 11.5% were unable to express their agreement. This is in line with employee representative respondents in that 80% of them disagreed or strongly disagreed. This implies that the organization's understudy has observable gaps in responding timely and respectfully to the grievances of its employees.

As it's seen in the table above and boldly, employees were asked if they were free to express their grievances or complaints without fear in the organization. Accordingly, 36.9% agreed or strongly agreed, 46.16% took a stand against the statement, and 16.9% did not decide to agree or disagree. Similarly, 40% of employee representative respondents agreed or strongly agreed, 40% disagreed or strongly disagreed, and the rest (20%) decided to remain neutral.

The other question forwarded to the study participants was whether the grievance committee established by the institute is operating independently of any influence to deliver fair and impartial treatment to each employee's grievance or not. As it is seen in the table, 32.31% and 31.54% strongly disagreed and disagreed, respectively, and 14.62% were not decided yet. Of the total respondents, only 16.15% responded that the grievance committee operates without any influence. Likewise, 80% of employee-representative study participants responded against the statement. Consistent with this response, manager interviewees described that there is an established grievance committee, but employees lack trust and confidence in it. This specifies that the grievance committee that existed in EMI is not performing its activities independently of any influence. This hinders its ability to deliver fair and impartial treatment to each employee's grievance.

The last but not the least question related to the institute's grievance handling practice was whether employees' complaints were being taken care of and resolved accordingly. As the above table displays, around 69% of employee respondents disagreed or strongly disagreed, and 14.6% were neutral and did not say anything. Those respondents who agreed or strongly agreed were only 16.15%. The same is true in the case of employee representative respondents, i.e., around 80% of them disagreed or strongly disagreed with the question provided to them.

In this situation, managers of interviewees stated that EMI attempts to give solutions to employees' grievances, but whether employees are satisfied with them or not is not known. From this figure, we can understand that EMI has weaknesses in giving attention to and responding to employees' complaints.

Despite the weaknesses observed, however, the study also discovered some strengths regarding the grievance handling practices of EMI. These include some managers attempt to solve the grievances of their subordinates.

#### **4.9.5. Respondents' Perception of Employees' QWL at EMI**

The fifth objective of the study was to assess the work-life qualities of employees at EMI. According to Gumber (2021) "an organization providing a better QWL nurtures a healthy working environment as well as a satisfied employee". Thus, a growing number of organizations recognize that employees are more likely to choose an organization and stay there if they believe that it offers a high quality of work life (Tamizhhyothi, 2018). As a result, to achieve the specific objective of the study, a series of seven (7) questions were presented to both the employee and employee representative categories of respondents. Besides, open-ended questions were also presented to the respondents. Furthermore, the interview data collected from manager respondents was also presented to triangulate and validate the data. Each analysis is presented hereunder.

**Table 4.13. Employees' Perception of Employee QWL at EMI**

Items	St.	Level of Agreement					N	M	SD
		5	4	3	2	1			
My salary is sufficient to me to maintain a reasonable standard of living.	<i>f</i>	3	21	9	61	36	130	2.18	1.08
	<i>%</i>	2.3	16.2	6.9	46.9	27.7	100		
EMI gives high priority for the health & safety of its workers.	<i>f</i>	10	42	27	32	19	130	2.94	1.21
	<i>%</i>	7.7	32.3	20.8	24.6	14.6	100		
My job enables me to use my full potentials and the opportunity for career advancement.	<i>f</i>	14	52	7	38	19	130	3.03	1.31
	<i>%</i>	10.8	40.0	5.4	29.2	14.6	100		
There is equal treatment of employees in EMI.	<i>f</i>	10	24	41	38	17	130	2.78	1.13
	<i>%</i>	7.7	18.5	31.5	29.2	13.1	100		
My job does not affect my personal life.	<i>f</i>	11	40	4	33	42	130	2.58	1.42
	<i>%</i>	8.5	30.8	3.1	25.4	32.3	100		
EMI provides its employees with flexible working arrangements.	<i>f</i>	6	21	7	53	43	130	2.18	1.19
	<i>%</i>	4.6	16.2	5.4	40.8	33.1	100		
I am satisfied with my job and pride of working at EMI.	<i>f</i>	23	36	1	48	22	130	2.92	1.43
	<i>%</i>	17.7	27.7	0.8	36.9	16.9	100		
<b>Aggregate</b>								<b>2.66</b>	<b>1.25</b>

**Source:** Survey result (May 2023)

As shown in Table 4.7 above, respondents were asked to give their agreement with the statement that says the salary paid by EMI is sufficient for its employees to maintain a reasonable standard of living. As it's displayed in the table above, 32.3% and 7.7% agreed and strongly agreed, respectively, while 24.6% and 14.6% disagreed and strongly agreed, respectively, and the rest (20.77%) were not decided yet. Compared to this, 80% of employee representatives disagreed, while 20% strongly agreed. In addition to this, the data gathered through open-ended questions and interview data supported the employees' responses that EMI is paying a relatively competitive salary compared to other similar government public enterprises.

Regarding the question that says EMI gives high priority to the health and safety of its employees, the majority (40%) stated their agreement, while around 39% expressed their disagreement, and the rest (20.77%) were neutral. In this circumstance, 80% of employee representative respondents disagreed on the same question, while 20% of them replied neither agree nor disagree. Similarly to this, the open-ended interview data revealed that there is a stressful working condition, particularly in the core process, due to a shortage of manpower. This implies that EMI has problems protecting the health and safety of its workers.

The third question asked of respondents about employee work-life quality was whether or not their job enables them to use their potential and provides the opportunity for career advancement. As the table above describes, 50.77% of employees agreed or strongly agreed, while 43.85% disagreed or strongly disagreed. The remaining 5.39% of the respondents prefer to be neutral. This can be supported by the responses of employee representatives. Particularly, 80% of the time, the job design helps employees use their full potential and provides them with the opportunity for career advancement. Information collected through open-ended questions and interviews illustrates that the job content, complexity, and attractiveness are good in the core process but routine in the support process. This means that EMI does somehow have good practices in designing jobs that help to fully utilize employees' potential, especially in the core process.

As explained in the above table, respondents were invited to express their opinion toward the statement that reads, out EMI treats its employees equally. Therefore, the majority (31.5%) reacted that they don't know whether employees are treated without discrimination or not, and 29.2% and 13%, respectively, think that EMI doesn't treat its employees in an equal manner. However, some respondents believed that there was equal treatment of employees in the institute, i.e., 26.15%. In the same way, 40% of employee representatives disagreed while only 20% agreed, and the rest 40% were not able to describe their opinion on the same question they had asked. This revealed that quite a number of employees don't have confidence in the institute's HR management mechanisms.

Regarding the question that states the job doesn't affect employees' personal life, 57.7% of employees strongly disagreed and disagreed, respectively, whereas 39.2% replied strongly agreed and agreed, and around 3% were too silent to say anything. By the same token, only 20% of employee representatives agreed, while 80% of them disagreed and strongly disagreed that the job at EMI is affecting the personal time of employees. From this, one can recognize that EMI has limitations in harmonizing the work-life balance of its employees.

The other question asked of respondents was whether EMI provides its employees with flexible working arrangements or not. Thus, only 20.77% of employee respondents gave positive responses, whereas 73.85% of them provided negative responses, and the remaining 5.39 were neutral. The same is true of employee representatives, i.e., none of them agreed or strongly agreed. In this case, the interview data exposed that in EMI, activities are done as usual. This implies that EMI has limitations in providing flexible working arrangements for its employees.

As it's displayed on the same table above, lastly, employees were asked whether or not they are satisfied with their current job and pride in working at EMI or not. So, the majority (53.84%) said that they are not satisfied and proud of working in their organization, whereas 45.38% agreed and strongly agreed, and 0.77% hesitated to express their feelings. In this case, employee satisfaction

surveys conducted at the institute in the last three years show that employee satisfaction levels are moderate and decreasing from time to time. From this analysis, the student researcher recognizes that the majority of employees are not happy with their current job or their organization. This, in turn, presents a challenge for EMI to retain highly experienced and skilled employees.

Despite the weaknesses revealed in this study, the open-ended and interview data also showed some strengths regarding the employee work-life quality of the institute. These include the institute is paying a relatively competitive salary, an annual bonus, medical insurance, and education fees.

**Table 4.14. Aggregate Mean of ERM practices at EMI**

<b>No</b>	<b>ERM Practices</b>	<b>AM</b>	<b>ASD</b>
1	Employee Relations Climate	2.71	1.19
2	Employee Representation	2.39	1.09
3	Conflict Management	2.58	0.99
4	Employee Grievance Handling	2.38	1.12
5	Employee Work-Life Quality	2.66	1.25
<b>Grand Mean</b>		<b>2.57</b>	

**Source:** Survey result (May 2023)

Aggregate means and standard deviations were used to summarize the findings of the study in table 4.8, the statements were rated using a five-point Likert scale question with each aspect ranging from 1, strongly disagree to 5 strongly agree. Accordingly, the mean score for the ERM practices was below the average, i.e. employee relations climate (AM 2.71 & ASD 1.19), employee representation (AM 2.39 & ASD 1.09), conflict management, (AM 2.58 & ASD 0.99), employee grievance handling (AM 2.38 & ASD 1.12), and employee work-life quality (AM 2.66 & ASD 1.25).

Therefore, the above analysis data indicate there is a wide gap in application of employee relations management practices at EMI.

## Chapter Five

### Summary of Findings, Conclusions, and Recommendations

#### 5.1. Introduction

The overall objective of the study was to examine the employee relations management practice in the case of the EMI. Hence, this chapter presents a summary of major findings, the conclusion drawn, the recommendations forwarded, the limitations observed, and areas for further study, which is discussed in detail as follows:

#### 5.2. Summary of Major Findings

This study was aimed at examining the current ERM practices and related gaps in EMI. Thus, to meet the study objectives, the student researcher collected data from sample respondents and analyzed it through descriptive and inferential statistics. Accordingly, the following major findings were obtained:

- ✚ From the total sample size of 171 respondents, 140 (82%) gave responses for the study.
- ✚ The study participants were from different demographic backgrounds in terms of age, gender, educational status, work experience, work process, and work place.
- ✚ The study applied confirmatory factor analysis to ensure the validity of the instrument. And all study items, of the constructs, except one item, have more than 0.536 factor loading value were found practically significant to analyze the data available.
- ✚ The internal consistency of the measurement scales reliability, found with alpha ( $\alpha$ ) value ranging from 0.80 - 0.93, and the total reliability of 0.966 was found which surpassed the minimum cut off 0.70.
- ✚ The normality test of the data revealed with the skew value is lies with ranges from .084 and -.695; and the kurtosis value lies between ranges between -.982 and -.210 which shows that in this study the data is normally distributed.
- ✚ To examine the level of ERM practices of EMI, one sample t-test was employed. Accordingly, it was found to be statistically significant ( $p < 0.01$ ).
- ✚ There is no significance mean difference between core and support staff as well as the head office and the branch office employees' perception of ERM practices of EMI ( $p < 0.05$ ).
- ✚ The correlation matrix for the study constructs revealed with a maximum value of 0.791 and a minimum value of 0.707, and were all significant at 0.01, thereby implying that the constructs used in this study are valid to measure what it was set for to achieve the main aim of the study.

- ✚ To check the appropriateness of the study, the data structure was tested through KMO and Bartlett's Test of Sphericity. Accordingly, it revealed with KMO of 0.943 and significant at  $p < 0.05$  which implies that adequate sampling as well as significant association among the scale items.
- ✚ From the quantitative and qualitative findings, the study concludes that the existing employee relations management practice at EMI fall below the average. More specifically:

### **Employee Relations Climate at EMI**

Despite some strengths observed, the quantitative analysis result shows that the overall employee relations climate of the institute falls below the average mean of 2.71, which is below the average. Moreover, the qualitative data revealed that managers are not walking what they are talking about; the working systems and procedures are focused on control rather than commitment-oriented HRM, and even they are not made clear to the employees; and there is a lack of continuous discussion with employees. Despite the weaknesses revealed in this study, the qualitative data also showed some strengths regarding the ERC of the institute. These include: i) the news of the week through which weekly management decisions are disclosed to employees; ii) induction programs for newcomers; iii) shared value for customer service; iv) the annual, biannual, and quarterly planning and reporting meetings with employees; and v) the new management's attempts to improve the working environment.

### **Employee Representation/Voice at EMI**

Although some efforts were made, the quantitative analysis result of the overall employee representation and voice practice of the institute falls below 2.39, which is below the average. Furthermore, the qualitative data revealed that the institute's communication is one-way and top-down, failing to solicit feedback from employees in decision-making processes; there is no platform to accommodate non-union member employees; there is a low attitude towards labor unionism; problems in the implementation of the collective agreement due to a lack of ownership or belongingness on the part of employees; employee representatives aren't playing their role; and they are not strong enough to protect the interests of employees as they are not empowered to influence management decisions. Though the weaknesses revealed in this study, the qualitative data also showed some strengths regarding the ER/V practice of the institute. These include: i) the presence of some elected people to represent employees and ii) the freedom given to labor unions to act independently of any influence.

### **Conflict Management at EMI**

The quantitative analysis result of the overall CM practice of the institute falls below 2.58, which is below the average point. Furthermore, the qualitative data revealed that there is no fast and quick

response to workplace disagreements and conflicts of interest between EMI and its employees. Although the weaknesses revealed in this study, the qualitative data also showed a strength regarding the CM practice of the institute. These includes the presence of disciplinary procedures to manage the behavior of managers and employees.

### **Employee Grievance Handling at EMI**

The quantitative analysis result of the overall GH practice of the institute falls below 2.38, which is below the average point. Moreover, the qualitative data shows that the institute has weaknesses in responding timely and properly to complaints raised by employees; employees are misinformed of the grievance mechanisms and procedures; most of the time, employees are complaining of organizational structure, career ladder, performance appraisal, unfair workload, and overtime payment; employees' dissatisfaction with the responses given; failing to measure the satisfaction level of grievance procedures; and low trust on the grievance handling committee. In spite of the fact that the weaknesses revealed in this study, the qualitative data also showed a strength regarding the GH practice of the institute. These includes some managers personally attempt to solve the grievances of their subordinates.

### **Employee Work-Life Quality at EMI**

The quantitative analysis result of the overall employee QWL of the institute falls below 2.66, which is below the average point. Furthermore, the qualitative data exposed that there are unfair benefit packages, specifically for lower-level positions, an uneven employee development and promotion ladder, unequal treatment of employees on the part of some managers, and a stressful environment in the core process. Despite of the fact that the weaknesses revealed in this study, the qualitative data also showed a strength regarding the employee QWL of the institute. These include: i) the institute is paying a relatively competitive salary; ii) an annual bonus; iii) medical insurance; and iv) education fees coverage for its employees.

## **5.3. Conclusions of the Study**

The purpose of the study was to examine ERM practice, and related gaps of EMI. The specific research questions addressed were: 1) what does the ER climate look like at EMI? 2) what does the employee representation practice look like at EMI? 3) What does the conflict management practice look like at EMI? 4) what do the employee grievance handling practice look like at EMI? 5) What does the QWL of employees look like at EMI? Accordingly, the objectives of this study have been met, and the research questions have been answered.

The quantitative data of the study revealed that the mean score for the overall employee relations management practice in EMI is below the average, i.e. employee relations climate (AM=2.71), employee representation/voice (AM=2.39), conflict /dispute management (AM= 2.58), employee

grievance handling (AM=2.38), and employee work-life quality (AM= 2.66). The qualitative data also confirms there is a wide gap in the application of the five ERM practices at the institute. With this level of ERM practice, there will not be healthier employer-employee relations which in turn will have negative effect on the institute's performance. Unless, the existing ERM practice continues with the current condition, EMI may get difficulty achieving its set mission, vision, goals, and objectives. Thus, the student researcher believes that the existing institute's employee relations management practice needs improvement.

#### **5.4. Recommendations of the Study**

Based on the findings and the conclusions drawn with regard to the ERM practices of EMI, the following recommendations were given to acquire the full benefits of employee relations management practices:

##### **Recommendations on Employee Relations Climate**

To solve the gaps identified in this study and to create a good or healthy employee relations climate or environment in the institute, EMI needs to:

- ✚ Consider revising the existing HR-related policies and procedures by giving special emphasis to employee relations issues and implementing them consistently.
- ✚ Ensure transparency by communicating policies, procedures, and working manuals to all employees.
- ✚ Enhance the employees' commitment by actively involving them in organizational affairs.
- ✚ Being caring and sincere about an employee's problems and solving them proactively
- ✚ Build trust between managers and employees by treating employees as internal customers or stakeholders and protecting their interests.
- ✚ Train, capacitate, and hold responsible the team leaders and supervisors who are in charge of the day-to-day conduct of employee relations toward developing healthy and collaborative relations with their subordinates.

##### **Recommendations on Employee Representation/Voice**

To solve the gaps identified in this study and ensure adequate representation of employees in overall organizational affairs, EMI needs to:

- ✚ Introduce other forms of employee voice mechanisms like joint consultative committees, work councils, and problem-solving groups beyond labor union representation;
- ✚ Develop mechanisms to hear the voice of employees who are not members of the labor union.
- ✚ Empower employees and their representatives to actively participate in and influence management decisions.

- ✦ Capacitate and empower the labor union to contribute to the organization's productivity and protect the interests of its members.

### **Recommendations on Conflict Management**

To solve the gaps identified in relation to CM practice, EMI need to:

- ✦ Establish clear rules and procedures that integrate the employees' and organizational interests.
- ✦ Provide managers and employees with pieces of training, and workshops that focus on increasing conflict management skills.
- ✦ Hold responsible the managers at all levels to proactively solve the conflicts that arise at their workplace settings.
- ✦ Welcome functional conflicts while avoiding dysfunctional conflicts.

### **Recommendations on Employee Grievance Handling**

To tackle the problems observed with regards to GH practice, EMI needs to:

- ✦ Use employee grievances as gift packages to get information regarding the perception or opinion of employees towards their organization.
- ✦ Make the grievance handling mechanism accessible to all employees and pay due attention to the views and opinions of employees towards it.
- ✦ Keep records of the grievances and find ways to get long-lasting solutions.
- ✦ Regularly audit grievances and find long-lasting solutions for each case.
- ✦ Establish an independent, empowered, and capable grievance handling body with the greatest responsibilities and accountability so that fair and impartial treatment can be delivered to each case.

### **Recommendations on Employee Work-Life Quality**

To solve the gaps identified with concerns about the WLQ of employees, EMI needs to:

- ✦ Provide its employees, particularly at the lower level, with different employee assistance programs beyond the basic salary,
- ✦ Make the jobs more challenging and interesting to enable employees to use their potential and advance to higher levels.
- ✦ Revise its current job design and manpower planning so as to minimize job stress and burnout.
- ✦ Continuously carry out an exhaustive job satisfaction survey and find ways to boost employees' organizational commitment.
- ✦ Operationalize job rotation, job enrichment, and job enlargement mechanisms so as to enhance employees' performance.

## **Recommendations on the overall ERM Practice**

To overcome the limitations and improve the existing employee relations management practice, EMI needs to come up with:

- ✚ formulating an employee relations strategy encompassing the variables discussed in this study.
- ✚ Inculcating employee relations management issues in to its policies and procedures.
- ✚ recognizing employee relations management practice as a major part of the HRM process.
- ✚ sustaining the strengths while improving the limitations identified by this study.
- ✚ Moreover, it needs to implement ERM practices exhaustively.

## **5.5. Research Limitations and Areas of Further Study**

### **5.5.1. Limitations of the Study**

Indeed, every study has its own limitations. One of the strengths of the study project is the researcher's capacity to recognize its limitations (Dolen et al., 2004). Therefore, this study was not free from limitations. First, the study lacks previous ERM practice studies in EMI for possible comparison and insight. Secondly, it tried to assess the ERM practice of EMI in terms of ER climate, employee representation, conflict management, grievance handling, and employee QWL. However, the researcher believed that there are issues that remain uncovered in this study due to the scope limitation, and the analysis based only on these variables may not show the full picture of the institute's practice of ERM. In addition to this, the study was interested in merely assessing the ERM practice of EMI and didn't try to see the effect or impact of these practices on employee commitment, motivation, job satisfaction, retention, employee or organizational performance, etc. Third, the study excluded daily laborers and contractual workers from the data collection process.

### **5.5.2. Areas for Further Studies**

The current study had implications for further research. In the current study, data was collected only from permanent employees, employee representatives, and managers of the institute. Thus, the results could be more informative if the views of contractual and daily laborers were included and compared. The study was limited to assessing employee relations climate, employee representation, conflict management, grievance handling, and employee work-life quality. So, studying ERM with variables other than these constructs can be highly useful. Therefore, the student researcher would like to suggest future studies be carried out addressing other aspects of ERM practice that aren't covered in this study as well as the effect of ERM practices on employee commitment, motivation, job satisfaction, retention, employee and organizational performance, etc.

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# APPENDICES



## Part –II

### Questions on Employee Relations Management (ERM) Practice of EMI

Please circle a number which nearly reflect your view regarding ERM practice of EMI. Note: 5 = Strongly Agree, 4=Agree, 3= Neutral, 2= Disagree and 1=Strongly Disagree.

<b>No</b>	<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>1) Employee Relations Climate at EMI</b>						
1.1	There is trust between the management and employees in EMI.	5	4	3	2	1
1.2	EMI treats its employees fairly and humanely.	5	4	3	2	1
1.3	EMI's management is open for its actions.	5	4	3	2	1
1.4	Day-to-day harmonious relationships are maintained in EMI.	5	4	3	2	1
1.5	EMI treats its employees as stakeholders.	5	4	3	2	1
<b>2) Employee Representation/Voice at EMI</b>						
2.1	Employees are adequately represented in matters concerning them.	5	4	3	2	1
2.2	The collective agreement is held by considering the interests of employees.	5	4	3	2	1
2.3	In EMI the management consults employees/representatives before decisions are made.	5	4	3	2	1
2.4	EMI's managers are sincere in attempting to understand employees' interests.	5	4	3	2	1
2.5	In EMI employee representatives are actively participating on employer-employee issues.	5	4	3	2	1
Who best represents you in discussing with the management and the board in matters affecting your concerns? 1) Myself            2) Labor union representatives            3) Non-union employee representatives            4) Other						
<b>3) Conflict Management at EMI</b>						
3.1	EMI has mechanisms to manage labor-management conflicts.	5	4	3	2	1
3.2	Conflicts arise between EMI and its employees are resolved in win-win solutions which satisfies both parties.	5	4	3	2	1
3.3	In EMI the management ensures that employees are represented appropriately in case of conflicts/disagreements resolution.	5	4	3	2	1
3.4	In EMI there is mutually respect between the management and employees during the conflict resolution process.	5	4	3	2	1
3.5	EMI's managers always interact with their employees to arrive at consensus decisions	5	4	3	2	1
3.6	During conflict resolution process, appropriate parties are involved	5	4	3	2	1

	between the employer and employees.					
<b>4) Employee Grievance Handling at EMI</b>						
4.1	EMI has a mechanism to which employees easily present their grievances/complaints and get satisfactory solutions.	5	4	3	2	1
4.2	In EMI the actions taken by the management to handle grievances coincide with the feelings of the employees.	5	4	3	2	1
4.3	In EMI employees are well informed of the grievance system & how to access it.	5	4	3	2	1
4.4	In EMI complaints arising from employees are adequately addressed in a timely and respectful manner	5	4	3	2	1
4.5	In EMI employees are free to express their grievances without fear.	5	4	3	2	1
4.6	In EMI the grievance handling committee operates independently of any influence to deliver fair, objective, and impartial treatment to each case.	5	4	3	2	1
4.7	In EMI employees' complaints are being taken care of and resolved accordingly.	5	4	3	2	1
<b>5) Employee Work-Life Quality at EMI</b>						
5.1	My salary and benefit package is sufficient to me to maintain a reasonable standard of living.	5	4	3	2	1
5.2	EMI gives high priority for the health & safety of its workers.	5	4	3	2	1
5.3	My job enables me to use my full potentials and provides the opportunity for career advancement.	5	4	3	2	1
5.4	There is equal treatment of employees in EMI.	5	4	3	2	1
5.5	My job does not affect my personal life.	5	4	3	2	1
5.6	EMI provides its employees with flexible working arrangements.	5	4	3	2	1
5.7	I am satisfied with my job, and pride of working at EMI.	5	4	3	2	1

**Part -III**  
**General Questions**

1. What are the strengths & weaknesses of employer-employee relations in EMI?

a)Strengths:.....  
.....  
.....  
.....  
.....

2. What should be done to improve the employer-employee relations in the institute?.....

.....  
.....  
.....

3. If you have additional ideas concerning employee relations management practice of EMI, please indicate.....

.....  
.....  
.....

**Appendix-II: Employees' Questionnaire (Amharic version)**

**በሰራተኞች የሚሞላ መጠይቅ**

በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የንግድ ስራ ትምህርት ቤት

የቢዝነስ አስተዳደርና የኢንፎርሜሽን ስርዓት ትምህርት ክፍል

ውድ የዚህ ጥናት ተሳታፊዎች እኔ በአዲስ አበባ ዩኒቨርሲቲ የ2ኛ ዲግሪ የስው ሀብት አስተዳደር (HRM) ተማሪ ስሆን በአሁኑ ሰዓት በኢ.ሥ.ኢ ውስጥ የአሰሪና ሰራተኛ ግንኙነት አመራር (*Employee Relations Management Practice in the Case of Ethiopian Management Institute*) በሚል ርዕስ የመመረቂያ ጽሑፍን በመስራት ላይ እገኛለሁ። የዚህ መጠይቅ ዋና አላማ በኢንስቲትዩቱ ስላለው የአሰሪና ሰራተኛ ግንኙነት አመራር ዙሪያ መረጃ ለመሰብሰብ ነው። የሚሰጡት ማንኛውም መረጃ ምስጢራዊነቱ የተጠበቀ እና ለጥናት አለማ ብቻ የሚውል ነው። ስለዚህ እርስዎ የሚሰጡት ትክክለኛ መረጃ ጥናቱ የታለመለትን አላማ እንዲመታ የጎላ አስተዋጽኦ አለው። በጥናቱ ለመሳተፍ ፍቃደኝነትዎን ስለገለጹ አመሰግናለሁ።

በጥያቄዎቹ ዙሪያ ማብራሪያ ካለዎት በስ.ቁ 0922182468 መደወል ይችላሉ።

ከአክብሮት ጋር

አሰፋ አደፍርስ

**ክፍል:- 1**

**የተሳታፊዎች የግል መረጃ**

**አጠቃላይ መመሪያዎች**

- ❖ ምላሽዎን በተቀመጠው ሳጥን ውስጥ የ √ ምልክት ያስቀምጡ
- ❖ ስም መጻፍ አያስፈልግም
- ❖ ምላሽዎት ሙሉና ሁሉንም ጥያቄዎች የዳሰሰ ቢሆን ለጥናቱ ያለው አስተዋጽኦ የጎላ ነው።

1. ያታ:- 1) ወንድ  2) ሴት
2. እድሜ:- 1) ከ 25 አመት በታች  2) ከ25-35  3) ከ36-45   
4) ከ46- 55  5) ከ 55 በላይ
3. የትምህርት ደረጃ:- 1) ≤ዲፕሎማ  2) ዲግሪ  3) ማስተር  4) ፒ.ኤች.ዲ
4. በኢንስቲትዩቱ ያለዎት የስራ ልምድ:-  
1) ከ5 አመት በታች  2) ከ5 - 10 አመት  3) ከ11 - 20 አመት  4) ከ 20 አመት በላይ
5. የስራ ሂደት:- 1) ዋና የስራ ሂደት  2) ደጋፊ የስራ ሂደት
6. የስራ ቦታ:- 1) ዋና መ/ቤት  2) ደብረዘይት የስልጠና ማዕከል

**ክፍል:- 2**

**በኢንሰቲትዩቱ የአሰሪና ሰራተኛ ግንኙነት አመራር የተመለከቱ ጥያቄዎች**

እባክዎን በኢንሰቲትዩቱና በሰራተኞቹ ግንኙነት ዙሪያ ያለዎትን አመለካከት ያንጸባርቅልኛል የሚሉትን ቁጥር ያክብቡ። ያስታውሱ፡

5= በጣም እስማማለሁ፤ 4=እስማማለሁ፤ 3= ምንም ሀሳብ የለኝም፤ 2= አልስማማም ፤ 1=በጣም አልስማማም

ተ.ቁ	መለኪያዎች ( መመዘኛዎች)	5	4	3	2	1
<b>1) የአሰሪና ሰራተኛ ግንኙነት ሁኔታ ( Employee Relations Climate)</b>						
1.1	የኢንሰቲትዩቱ አመራርና ሰራተኞች እርስ በርስ ይተማመናሉ።	5	4	3	2	1
1.2	ሰራተኞች በፍትሃዊነትና ሰብዓዊነትን በተላበሰ መልኩ ይስተናገዳሉ።	5	4	3	2	1
1.3	አመራሩ ለሚያከናውናቸው ተግባራት ግልፅኝነት አለው።	5	4	3	2	1
1.4	በየቀኑ በሚደረጉ የሥራ ግንኙነቶች መልካምና ጤናማ ግንኙነት ተፈጥሯል።	5	4	3	2	1
1.5	ሰራተኞች እንደ አንድ ባልደርሻ አካል ይታያሉ።	5	4	3	2	1
<b>2) የሰራተኛ ውክልና (ድምጽ) (Employee Representation/Voice)</b>						
2.1	ሰራተኞች እነሱን በሚመለከቱ ጉዳዮች በበቂ ሁኔታ ተወክለዋል።	5	4	3	2	1
2.2	የህብረት ስምምነቱ የተደረሰው የሰራተኞችን ፍላጎት ባማከለ መልኩ ነው ።	5	4	3	2	1
2.3	የተቋሙ የሥራ አመራር ውሳኔ ከመወሰኑ በፊት ሰራተኞችን/የሰራተኛ ተወካዮችን ያማክራል።	5	4	3	2	1
2.4	አመራሮች የሰራተኞችን ፍላጎት ለመረዳት ቅርብ ናቸው።	5	4	3	2	1
2.5	የሰራተኛ ተወካዮች በአሰሪና ሰራተኛ ግንኙነት ዙሪያ በንቃት እየተሳተፉ ነው።	5	4	3	2	1
<b>3) የግጭት አፈታት (Conflict Management)</b>						
3.1	በድርጅቱ ውስጥ በአሰሪና ሰራተኞች መካከል የሚፈጠሩ ግጭቶችን / አለመግባባቶችን ለመቆጣጠር የሚያስችል ግልጽ አሰራር አለ።	5	4	3	2	1
3.2	በተቋሙ እና በሰራተኞች መካከል ያሉ የፍላጎት ግጭቶች (conflicts of interests) የሁሉንም ወገኖች ፍላጎት ባገናዘበ መልኩ መፍትሄዎች ያገኛሉ።	5	4	3	2	1
3.3	ተቋሙ ሰራተኞቹ በግጭቶች/ አለመግባባቶች አፈታት ሂደት ላይ በአግባቡ መወከላቸውን ያረጋግጣል።	5	4	3	2	1
3.4	በግጭት አመራርና አፈታት ሂደት ውስጥ አሰሪ እና ሰራተኞች አንዳቸው የሌለውን መብት ያከብራሉ።	5	4	3	2	1
3.5	በግጭት አፈታት ሂደት ውስጥ የጋራ መግባባት ላይ ለመድረስ አመራሮች ሁል ጊዜ ከሰራተኞቻቸው ጋር ይወያያሉ።	5	4	3	2	1
3.6	በአሰሪው እና በሰራተኞች መካከል በግጭት አፈታት ሂደት ውስጥ አግባብነት ያላቸውን ገለልተኛ የሆኑ አካላት ይሳተፋሉ።	5	4	3	2	1
<b>4) የሰራተኞች የቅሬታ አፈታት (Employee Grievance Handling)</b>						
4.1	ሰራተኞች ቅሬታቸውን በቀላሉ የሚያቀርቡበት እና አጥጋቢ መፍትሄ የሚያገኙበት ዘዴ አለ።	5	4	3	2	1

4.2	ቅሬታዎችን ለመፍታት በተቋሙ የሚወሰዱ እርምጃዎች ከሰራተኞች ስሜት ጋር የሚጣጣሙ ናቸው።	5	4	3	2	1
4.3	ሰራተኞች በኢንስቲትዩቱን የቅሬታ አፈታት ስርዓት ላይ ሙሉ ግንዛቤ አላቸው።	5	4	3	2	1
4.4	ከሰራተኞች የሚነሱ ቅሬታዎች በአግባቡና በወቅቱ ይስተናገዳሉ።	5	4	3	2	1
4.5	የተቋሙ ሰራተኞች ቅሬታቸውን ያለምንም ፍርሃት በነፃነት ይገልጻሉ።	5	4	3	2	1
4.6	የኢንስቲትዩቱ የቅሬታ ሰሚ ኮሚቴ ከሰራተኞች ለሚነሱ ቅሬታዎች ከየትኛውም አካል ተጽዕኖ ነፃ በሆነ መልኩ ፍትሃዊና ገለልተኛ መፍትሔ ይሰጣል።	5	4	3	2	1
4.7	የሰራተኞች አቤቱታዎች እና ቅሬታዎች በአግባቡ ተመርምረው ውሳኔ ያገኛሉ።	5	4	3	2	1
<b>5) (የሰራተኞች የሰራተኛ የግል ህይወት የመጣጣም ጥራት (Employee Work-Life Quality))</b>						
5.1	የማገኘት ደምዘብ የተሻለ ኑሮ ለመምራት በቂ ነው።	5	4	3	2	1
5.2	ኢንስቲትዩቱ ለሰራተኞቹ ጤናና ደህንነት ከፍተኛ ትኩረት ይሰጣል።	5	4	3	2	1
5.3	የምሰራው ስራ ያለኝን እምቅ አቅም አውጥቼ እንደጠቀም ያስቻለኝ ሲሆን የተሻለ ደረጃ ላይ እንደደርስ እድል ፈጥሮልኛል።	5	4	3	2	1
5.4	በተቋሙ ሁሉም ሰራተኞች በእኩልነት ይታያሉ።	5	4	3	2	1
5.5	ሰራዬ በግል ህይወቴ ላይ ተጽዕኖ አያሳድርብኝም።	5	4	3	2	1
5.6	ኢንስቲትዩቱ የሰራተኞቹን ነባራዊ ሁኔታ ያገናዘበ ተለዋዋጭ የሥራ ባህሪን ያመቻቻል።	5	4	3	2	1
5.7	በሰራዬ ደስተኛ ስሆን በኢንስቲትዩቱ በመስራቴ ኩራት ይሰማኛል።	5	4	3	2	1

**ክፍል:-3**

**አጠቃላይ የማብራሪያ ጥያቄዎች**

1. በኢንስቲትዩቱና በሰራተኞቹ መካከል ባለው ግንኙነት ዙሪያ ያሉ ጠንካራና ደካማ ጎኖች ምንድን ናቸው?

ሀ))ጠንካራጎኖች:

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ለ)ደካማጎኖች:

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2. ኢንስቲትዩቱ ከሰራተኞቹ ጋር ያለውን ግንኙነት ለማሻሻል ምን ቢደረግ ይሻላል ብለው ያስባሉ?

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3. በኢንስቲትዩቱ የአሰሪና ሰራተኛ ግንኙነት ዙሪያ ተጨማሪ ሀሳብና አስተያየት ካለዎት.....

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## Part –II

### Questions on Employee Relations Management (ERM) practice of EMI

Please circle a number which nearly reflect your view about ERM practice of EMI. Note: 5 = Strongly Agree, 4=Agree, 3= Neutral, 2= Disagree and 1=Strongly Disagree.

<u>No</u>	<u>Statements</u>	<u>5</u>	<u>4</u>	<u>3)</u>	<u>2</u>	<u>1</u>
	<b>1) Employee Relations Climate at EMI</b>					
1.1	There is trust between the management and employees in EMI.	5	4	3	2	1
1.2	EMI treats its employees fairly and humanely.	5	4	3	2	1
1.3	In EMI the Management is open for its actions & intentions.	5	4	3	2	1
1.4	In EMI day-to-day harmonious are maintained.	5	4	3	2	1
1.5	EMI treats its employees as stakeholders.	5	4	3	2	1
	<b>2) Employee Representation/Voice at EMI</b>					
2.1	Employees are adequately represented in matters affecting them.	5	4	3	2	1
2.2	The collective agreement is held by considering interests of employees.	5	4	3	2	1
2.3	EMI's management consults employees/employees' representatives before decisions are made.	5	4	3	2	1
2.4	In EMI managers are sincere in attempting to understand employees' interests.	5	4	3	2	1
2.6	In EMI employee representatives are actively participating on employer-employee issues and always consider the interests of both parties.	5	4	3	2	1
	<b>3) Conflict Management at EMI</b>					
3.1	EMI has a mechanism to manage conflict/disputes in the organization.	5	4	3	2	1
3.2	Conflicts of interests between EMI and employees are resolved in win-win solutions which satisfies both parties.	5	4	3	2	1
3.3	Management ensures that employees are represented appropriately in case of conflicts/disagreements resolution.	5	4	3	2	1
3.4	Employee and employer mutually respect the right of each other during the conflict management process.	5	4	3	2	1
3.5	Managers always interact with their employees/employees' representatives to arrive at consensus decisions during conflict resolution process.	5	4	3	2	1

3.6	During conflict resolution process appropriate parties are involved between the employer and employees.	5	4	3	2	1
<b>4) Employee Grievance Handling at EMI</b>						
4.1	EMI has a mechanism through which employees easily present their grievances/complaints and get satisfactory solutions.	5	4	3	2	1
4.2	The actions taken by the management to resolve grievances coincide with the feelings of the employees.	5	4	3	2	1
4.3	In EMI employees are well informed of the grievance system how to access it.	5	4	3	2	1
4.4	In EMI concerns & complaints arising from employees are adequately addressed in a timely and respectful manner.	5	4	3	2	1
4.5	In EMI employees are free to express their concerns & complaints without fear.	5	4	3	2	1
4.6	The grievance handling committee in EMI operates independently of the interests of top level managers and to deliver fair, objective, and impartial treatment to each case.	5	4	3	2	1
4.7	Employees' complaints and grievance are being taken care of and resolved accordingly.	5	4	3	2	1
<b>5) Employee Work-Life Quality at EMI</b>						
5.1	The salary and benefit package of EMI is sufficient to maintain a reasonable standard of living of its employees.	5	4	3	2	1
5.2	EMI gives high priority for the health & safety of its workers.	5	4	3	2	1
5.3	The job/work enables employees to use their full potentials and the opportunity for career advancement.	5	4	3	2	1
5.4	There is equal treatment of employees in EMI.	5	4	3	2	1
5.5	The job does not affect employees' personal life.	5	4	3	2	1
5.6	EMI provides employees with flexible working arrangements.	5	4	3	2	1
5.7	There is high level of employee satisfaction in EMI.	5	4	3	2	1

**Part -III**  
**General Questions**

1. What are the strengths and weaknesses regarding ERM practice of EMI?

a)Strengths.....  
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b)Weaknesses.....  
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2. What should be done to improve the employer-employee relations in the institute?.....

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3. If you have additional ideas regarding employee relations management practice of EMI, please indicate

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## **Appendix –IV: Managers' Interview Guide**

The purpose of this interview is to collect data about Employee Relations Management practice at EMI. The data will be used for partial fulfillment of Master of Arts Degree in Human Resource Management in AAU. Therefore, the information you give is kept highly confidential. Thus, feel free to mention any of your feelings you do have regarding the institute's Employee Relations Management practice.

1. What is your understanding on employee relations?
2. How do you evaluate the employee relations management practice at EMI in terms of:
  - Employee relations climate?
  - Employee representation/voice?
  - Conflict management
  - Employee grievance handling?
  - Work-life quality (QWL) of employees?
3. What are the strengths & weaknesses of employee relations management practice at the institute?
4. What strategies to be used to improve the employer-employee relations in the institute?
5. If you have additional ideas, please indicate.

## Appendix-V: Confirmatory Factor Analysis Result

### Confirmatory Factor Analysis Results

Study Constructs	Items	Initial	Extraction
Employee Relations Climate	ERC1	1.000	0.547
	ERC2	1.000	0.804
	ERC3	1.000	0.716
	ERC4	1.000	0.660
	ERC5	1.000	0.804
Employee Representation/Voice	ER/V1	1.000	0.758
	ER/V2	1.000	0.714
	ER/V3	1.000	0.745
	ER/V4	1.000	0.536
	ER/V5	1.000	0.683
Conflict Management	CM1	1.000	0.587
	CM2	1.000	0.742
	CM3	1.000	0.563
	CM4	1.000	0.660
	CM5	1.000	0.673
	CM6	1.000	0.603
Grievance Handling	GH1	1.000	0.649
	GH2	1.000	0.809
	GH3	1.000	0.750
	GH4	1.000	0.725
	GH5	1.000	0.616
	GH6	1.000	0.797
	GH7	1.000	0.769
Employee Work-Life Quality	QWL1	1.000	0.400
	QWL2	1.000	0.664
	QWL3	1.000	0.622
	QWL4	1.000	0.630
	QWL5	1.000	0.631
	QWL6	1.000	0.554
	QWL7	1.000	0.707

Extraction Method: Principal Component Analysis.