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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
OFFICE OF GRADUATE STUDIES

**The Effects of Employee Relationships on Employee Motivation:
The Case of Commercial Bank of Ethiopia (CBE)**

By

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July, 2021

Addis Ababa, Ethiopia



**The Effects of Employee Relationships on Employee Motivations:
The Case of Commercial Bank of Ethiopia (CBE)**

*A Thesis Submitted to the Office of Graduate Studies of Addis Ababa University
School of Commerce in Partial Fulfillments of the Requirements for the Award
of the Degree of Masters of Arts in Human Resource Management*

By

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Under the Guidance of

Bahran Asrat (PhD)

July, 2021

Addis Ababa, Ethiopia

DECLARATION

I hereby declare that this study entitled “effects of employee relationships on employee motivations: the case of Commercial Bank of Ethiopia (CBE)” is my original work prepared under the guidance of my advisor Bahran Asrat (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Masters of Arts in Human Resource Management and it has not been previously submitted to any diploma or degree in any college or university.

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LETTER OF CERTIFICATION

This is to certify that Nega Andarge carried out his study on the topic entitled “effects of employee relationships on employee motivations: the case of Commercial Bank of Ethiopia (CBE)”. This work is original in nature and suitable for submission for the award of the Masters of Arts in Human Resource Management.

Dr. Bahran Asrat

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LETTER OF APPROVAL

This is to certify that the thesis prepared by Nega Andarge entitled “effects of employee relationships on employee motivations: the case of Commercial Bank of Ethiopia (CBE)”, which is submitted in partial fulfillment of the requirements for the Degree of Masters of Arts in Human Resource Management, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

APPROVED BY EXAMINING BOARD:

----- Advisor	----- Signature	----- Date
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----- External Examiner	----- Signature	----- Date
----- Department Chair person's Name	----- Signature	----- Date

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Abstract

The purpose of this study is to investigate the effects of coworkers' relationships on employees' motivation at four branches of CBE Northern Districts of Addis Ababa. For the sake of achieving the objectives of the study both explanatory and descriptive research were used. In this study to collect necessary data and relevant documents, both primary and secondary source of data were used to collect from the data sources. The research was conducted through quantitative research approach. The quantitative data to be used was collected by distributing the self-administered questionnaire. A simple random sampling technique was used to conduct the research. The information used for the study was gathered from a sample of 144 respondent employees of four branches of CBE Northern Districts of Addis Ababa. The collected data was analyzed by statistical analysis of both descriptive analysis and inferential statistical analysis such as correlation and multiple regression analysis as well as ANOVA. The study results revealed that there is a positive and significant correlation between coworker support and employees' motivation, team building and employee motivation as well as employee communication and employee motivation. Based up on the findings the researcher recommended the CBE needs to give emphasis on employee relationship in order to enhance employee motivation.

Key words: *Coworkers Relationships, Employee Motivation, Coworker Support, Team Building and Employee Communication*

CHAPTER ONE

INTRODUCTION

This chapter possesses an introductory section which includes the background of the study, objectives of the study, statement of the problem, significance of the study, scope of the study, limitations of the study and organization of the paper.

1.1. Background of the Study

Interpersonal relationship is one of vital components of human relationship and an association between two or more people that may range from short-lived to enduring. Employees who work together in the same organization should share a special unity for them to do their level best in an organization (Guide, 2015). Employee relations may be based on harmony, regular business interactions, or some other social commitment. In today's competitive business world, it is very difficult to hire people and retain them for a long period of time. Interpersonal relationship is expected to enhance the organizations' understanding of the challenges encountered in the process of attracting, retaining, developing, motivating, communicating the work force to improve productivity (Velmurugan, 2016). An interpersonal relationship at work creates the day today interaction between employees and managers. Employee relationship at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement, and perceived organizational support (Morrison, 2009).

In working environment interpersonal relationships plays a paramount role in developing and stimulating trust as well as positive feeling and images among employees. Thus, the relationship between supervisor and subordinate or among coworkers should be strengthened and stepped up for this situation brings employee motivation and job satisfaction (Mustapha, 2013). Besides, allowing the workers to enhance their social bond with regards to their job, the situation will foster job satisfaction and develop sense of teamwork. The teamwork relationship and spirit may lead to the benefit of the organization in general.

Therefore, having interpersonal relationships at workplace can realize the development of mutual understanding with other workers and the management. This will help to build better teamwork,

which will be guided by better understanding among employees. Positive relationship among the employees at work place will bring about productivity and minimizes conflicts; employees will feel comfortable with getting to work and thus attaining goals in such an environment. A good interpersonal relationship among workers will be propitious and likely to promote the morale and commitment of the employees and encourage performing quality work.

One of the dominant banks operating in Ethiopia is the Commercial Bank of Ethiopia, CBE which was founded in 1942. Commercial Bank of Ethiopia has more than 31.4 million account holders who can be interested by a number of services. The bank has now more than 2.5 million internet banking users. CBE is the first bank to introduce modern banking to Ethiopia and the leading African banks with assets of 1.1 trillionbirr as of September 30th, 2021. The bank has around 44,000 employees and has over 1,700 branches overall the country and plays a significant role in the economic progress and development of the country. It has also 128 branches in the national capital Addis Ababa and also operates in abroad countries by opening branches and hiring to serve the Ethiopian diaspora.

1.2. Statement of the Problem

An employee spends more than eight hours in his/her organization and practically it is difficult to work all alone. An employee working in isolation is more liable to stress and anxiety. Individuals working alone find their job monotonous and want fellow workers around with the one who can share the ideas, motivate from time to time and give feedback to the employee (Velmurugan, 2019). Interpersonal relationship is very important in providing conducive climate for employees at work place. Interpersonal relationship at work place brings better understanding among employees which minimize the imminent conflict likely to exist between them, realize the development of mutual understanding with other workers and management, enhance the morale and commitment of the employees and encourage performing quality work. Thus, the interpersonal relationship among coworkers should be strengthened and stepped up to bring employee motivation and job satisfaction (Mustapha, 2013).

An interpersonal relationship at workplace particularly in banking industry improves employees' attitudes to work, job commitment, and finally impact level of productivity. The dimensions of interpersonal relationship at workplace adopted are employee communication, coworkers

support, team work, rational justice, leadership style, training and employee respect for one another (P. N. Nwinyokpugi, 2019). Coworker support refers to the level to which coworkers' behavior produces reinforcement for other employees (Wognum, & Veldkamp, 2006). According to Babin and Boles (1996), coworkers can support reduce employees stress, increase employee job satisfaction and performance. CWS is a positive of interpersonal relationship that is supposed as being better than other negative psychological cause at work.

Communication has a vital role on all activities to achieve organizational activities (Ada and Alver, 2008). Most of companies/organizations want to meet their needs with a lower moral through communication. Communication is the exchange of ideas, emotions and opinion as well as dissemination of information through words, letters and symbols among two or more peoples (Ince and Gul, 2011). Information exchange is a crucial part of the organizing process, and being well informed is necessary for both individual and organizational effectiveness (Spillan, Mino, & Rowles, 2002).

According to Dianna (2006), teamwork is a form of united work that might comprise individual tasks, but usually include some kind of collective task where each member is contributing share of a collectively that is supposed to reflect the collective wisdom of the group. Team work has vital role to accomplish activities in organization. In today's business scenario, teams have come to be considered as a central element in the functioning of organizations. Thus, based on these reasons there was a need to investigate the effects of coworkers' relationship on employee motivation in the case of CBE.

Some researchers who have done their studies on effects of interpersonal relationship at work include P. N. Nwinyokpugi (2019), Caroline Njambi (2014) and Stephen F. Occhipinti et al., (2018). These researchers and scholars were investigated and conducted their research abroad countries. Whereas, this study will be important to explore the effects of employees' relationship on employee motivation in the case of CBE context this is because the perception and experience might be different from studies done in abroad countries and other organizations in Ethiopia. Therefore, this study was attempted to bridge the gap whether determinants of employees' relationship (coworker support, employee communication and team building) have significant effect on employee motivation.

1.3. Basic Research Questions

The main purpose of this study was to address the following basic research questions:

1. What is the effect of employee communication on employee motivation?
2. What is the effect of team building on employee motivation?
3. What is the effect of coworker support on employee motivation?

1.4. Objective of the Study

1.4.1. General objective of the study

General objective of the study was to investigate the effects of employees' relationships on employee motivation in the case of CBE.

1.4.2. Specific objectives of the study

1. To examine the effect of employee communication on employee motivation
2. To investigate the effect of team building on employee motivation
3. To determine the effect of fellow worker support on employee motivation

1.5. Significance of the study

The expected benefit of this research thesis is to make possible suggestions, which will be believed to improve the present effects of employees' relationships on employee motivation CBE. Therefore, the research was expected to identify the dimensions of employees' relationships that have impacts on employees' motivation of CBE; and also, to identify to what extent of these dimensions of employees' relationships can affect on employees' motivation and then recommend mechanisms for improvement.

In addition this research can indicate the ways that what the CBE officials have to do in the future based on the views of respondents, it can provide the way for other researchers who want to conduct further investigation on the area raised as a title, give some possible insights to the higher officials of the CBE to tackle the problems identified with this finding and also inform the policy makers to take the problems identified in to account by providing appropriate suggestions

as well as it can serve as an additional source of reference material for those who want to conduct a full time research.

1.6. Scope of the study

The spatial and temporal coverage of this study was only limited to the issue of effects employees' relationships on employee motivation at four selected branches of CBE at Northern district of Addis Ababa. The sample of respondent was comprised all employees of four branches of CBE at Northern District of Addis Ababa. Although, there are different dimensions of coworkers' relationship, for purpose of this study the determinants of coworkers' relationship was investigated are coworker support, employee communication and team building against employees' motivation at specified bank.

1.7. Limitation of the study

The thesis was conducted only in four selected branches of CBE as a result it was sampled from only four branches and thus the conclusion based on this study may not entirely reflect situations of other banking industry in Ethiopia. In addition, COVID-19 was also the threat to collect data as brings respondents carelessness.

1.8. Organization of the Study

The study was composed of five chapters. The first chapter is introductory chapter which includes the background, statement of the problem, objectives of the study, scope, significance and limitations of the study. The second chapter includes the analysis of relevant literature with both theoretical and empirical concepts in the area as well as hypothesis along with the objectives. The third chapter possesses the methodology to be used in the research activity. Data analysis and interpretation of the research result was discussed in chapter four. The final chapter covers the discussion of results, conclusion and recommendation of the study.

1.9. Definition of Key Terms

Employee Relationship: is positive employee relation with fellow worker or coworker to achieve organizational goal.

Employee Motivation: is defined as the passion, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. It is all about how engaged an employee feels to the organization's goals and how empowered he/she feels.

Coworker Support: is defined as the extent to which employees believe their coworkers are willing to provide them with work related assistance to aid in the execution of their service- based duties.

Team Building: is the process of turning a group of individual contributing employees into an organized team or a group of people organized to work together to meet the needs of their customers by accomplishing their purpose and goals.

Employee Communication: is defined as the sharing of information and ideas between the management of an organization and employees and vice versa.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter deals with the issue of employees' relationships and its effects on employees' motivation. It emphasizes the review of related literatures from various sources. This is to mean that different published materials and books were investigated to conceptualize the issue of employees' relationships. To make it sensuous various empirical and conceptual evidences are critically reviewed and presented. It is also identified past research gaps that have not been tackled so that a solution for the same may be sought. It was also helped shed some light on important areas that have been ignored by previous researchers and that are a major barrier to employees' motivation of CBE.

2.2. Conceptual Review

To present necessary information related to the research topic concerning conducted research methodology, concepts or ideas. This conceptual research was reviewed to develop new theories or interpret the existing theories in a different light.

2.2.1 Concepts of Coworkers Relationships

The term coworker can refer to any individual with whom one works (including supervisors and subordinate employees). A coworker is a person who holds a position similar to that of an employee working together in the same organization. According to Caroline Njambi (2014), employees who work together should be technically, emotionally and socially supportive of one another. Friendly interactions between an individual and their equivalent employees, as well as relations between other related employees with each other, have a positive influence on an individual's level of organizational commitment and motivation. Coworker relationships are always thought the relationships between peer employees. A peer coworker relationship is the relationships between employees on the same level who have no formal authority over one another. Thus, lovely associations with coworkers have been found to have a positive influence on an individual's level of motivation.

In management theories, Hawthorne studies revealed the major point about peer relationships and discovered what most employees already knew people like to interact with their peers, and peer communication is one of the most important influences on employee behavior and performance (Roethlisberger & Dickson, 1939). Elton Mayo also revealed that regarding peer communication; individuals are motivated to work by intrinsic rewards such as satisfaction, enjoyment, development as well as communication with coworkers.

Maslow (1954) and McGregor (1960) pointed out the relationship between peer relationship and employee morale. Likert (1961) revealed the ways of employees bring a unique set of competencies to the workplace and how the interpersonal relationships could make employees effective within organization to tap their human resources to their fullest potential. Together, these two sets of theories placed peer relationships at the center of organizational processes and sparked a stream of research in the broad area of peer communication. According to Kram and Isabella (1985), there are three types of peer relationships these are information peer relation, collegial peer relation and special peer relation.

2.2.2 Role of Employee Relationships on Motivation at Workplace

Every employee at the workplace shares a certain relationship with his equivalent workers. They want person to talk to, discuss and share ideas with each other their happiness and burdens. Thus, an employee cannot work on his own, he needs person around. An isolated environment demotivates an individual and spreads negativity around. It is essential that people are comfortable with each other and work together as a single unit towards a shared goal. Whenever employees share healthy relation with each other at the workplace, it is also important in an organization. According to Buljubasic, E. (2008), some importance of employee relation in an organization are:

There are several issues on which an individual cannot take decisions alone. An employee needs the guidance and advice of others or fellow workers to accomplish targets at a much faster rate.

Work becomes easy if it is shared among all. A good relation with coworkers would ease the work load and in turn raises productivity. An Individual cannot do everything on his own. Responsibilities must be shared among team members to accomplish the assigned tasks within the specified time frame.

The organization becomes a happy place to work if the employees work together as a family. An employee tends to lose focus and attention if there is unnecessary tensions and stress. The person who talk and discuss things with each other, tensions automatically disappear and one feels better. An individual feel motivated in the company of others whom he can trust and fall back on whenever needed. One feels secure and confident and thus delivers his best. A sense of trust is important.

A good employee relation also discourages conflicts and fights among individuals. People tend to adjust more and stop finding faults in each other. Individuals donot waste their time in meaningless conflicts and disputes, rather focus on their work and strive hard to perform better. They start treating each other as friends and try their level best to compromise and make everyone happy.

A good employee relation decreases the problem of absenteeism and turnover at the workplace. Individuals are more serious towards their work and feel like coming to office daily. They do not take frequent leaves and start enjoying their work. Employees stop complaining against each other and give their best.

2.2.3 Components of Coworker Relationships

Coworker Support

Coworker support (CWS) is the most important dimension of interpersonal relationship. CWS refers to the level to which coworkers' behavior produces reinforcement for other employees (Wognum, & Veldkamp, 2006). Coworker support is also defined as open communication in which members fruitfully challenge each other's ideas, and trust and help each other (Schepers & Van den Berg, 2007). It is the degree to which employees believe their coworkers provide them with work related assistance to help them in carrying out their responsibilities. On other hand, supervisor support is the degree to which the supervisor reinforces and supports the employees and transfers their skills to them through training (Pham, Segers, and Gijsselaers, 2010).

According to Babin and Boles (1996), coworkers can support reduce employees stress, increase employee job satisfaction and performance. CWS is a positive of interpersonal relationship that is supposed as being better than other negative psychological cause at work. When an employee

lacks coworkers support at workplace, it would increase the stress that impact level of productivity. CWS is the extent to which individuals perceive that their well-being is valued by workplace source, such as supervisors and the broader organization in which they belong (Ford et al, 2007). It is evident that coworkers' social support at workplace increase employee morale.

Trusting and supportive interpersonal relations among employees tends to psychological safety (Kahn, 1990). CWS provides mutual raise for performance. Coworkers have been considered an important normative influence on the behavior of individual employee (Ehrhart & Naumann, 2004). When employees have trustful friends at work, they can get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work (Dotan, 2007 and Morrison, 2004). Therefore, support provided by coworkers can enhance the motivation of their peers. Another purpose of CWS is the exchange of information among coworkers.

Employee Communication

Communication is an important part of organization activity that links people together and create relationships. Communication is referred to as the reduction of uncertainty or an exchange of meaning. Communication has a vital role on all activities to achieve organizational activities (Ada and Alver, 2008). Most of companies/organizations want to meet their needs with a lower moral through communication. Communication is the exchange of ideas, emotions and opinion as well as dissemination of information through words, letters and symbols among two or more peoples (Ince and Gul, 2011). Information exchange is a crucial part of the organizing process, and being well informed is necessary for both individual and organizational effectiveness (Spillan, Mino, & Rowles, 2002).

A good employee relationship guarantees a positive environment at work and also assists the employees to achieve their targets at a much faster rate. Employers who have open lines of communication with managers are more likely to build effective work relationships with those managers, increase their relational identification, enhance their performance and contribute to organizational productivity (Tsai, Chuang & Hsieh, 2009). Effective management communication such as high frequency, openness and accuracy, performance and feedback, and adequacy of information about organizational policies and procedures are positively related to

employee's performance and organizational productivity (Asamu, 2014). Thus, from the foregoing discussion, it appears that a relationship exists between employee communication and employee motivation. The researchers also agree with the views of previous scholars and therefore conclude that employee communication influence employee motivation in many organizations.

Team Building

Team work is a several friends with each doing a part but all subordinating personal importance to the efficiency of the whole. According to Dianna (2006), teamwork is a form of united work that might comprise individual tasks, but usually include some kind of collective task where each member is contributing share of a collectively that is supposed to reflect the collective wisdom of the group. Team work has vital role to accomplish activities in organization. In today's business scenario, teams have come to be considered as a central element in the functioning of organizations. Many organization emphases on creating space for more team work and relationship rather than solo work that means employee working within the team can produce more output as compared to individual. There is positive relationship between team-based working and the quality of products and services offered by an organization (Neelam and Shilpi 2015). Highly effective team can positively affect the organization and help them more competitive.

Most studies show that the concept of team building becomes potentially, a powerful intervention for enhancing organizational performance through employee development when the circumstances of the specific team and organizational context are appropriate. Team building encompasses a wide variety of activities offered to organizations and aimed at improving team performance. It is a philosophy of job design that sees employees as members of inter-reliant teams rather than individual workers (Fapohunda, 2013).

According to Conti and Kleiner (2003), organizations with teams will create a center of attention and keep hold of the best employees. This in turn will form a high-performance organization that is flexible, competent, and most importantly beneficial. From the foregoing discussion, it seems that a relationship exists between team building and employee motivation. The researchers also

agree with the views of previous scholars and therefore conclude that team building influences employee motivation in many organizations.

Relational Justice

Relational justice depicts the relation between the employees and their supervisors, who allegedly represent their respective organization. In relational justice, employees are likely to be taken care of equally without favoritism, from supervisors or the management. The interpersonal behavior and procedures, viewed as fair, are key indicators for the individual, of respect from authorities and from their group, the opposing indicating marginality and disregard (Tyler et al, 1996). Organizations that expect efficiency and high level of productivity from their employees should adopt interactive strategy of relational justice. When an employee feels accepted and is appreciated by his supervisors for task well executed, he feels better motivated and confident to attain greater tasks. Cumulatively, when a good number of a company's employee feels comfortable with their work environment and existing supervisor's relational skills, it impacts on their work culture positively which could lead to improve employee motivation.

According to Mashal and Saima (2014), organizational culture is the most important factor that influences organizational performance and productivity. Organizational culture is the blend of values, beliefs and norms which may influence the way employees behave, think and feel in the organization (Schein, 2011). A culture that does not maintain employee interpersonal relationship will discourage employees from interacting freely among one another. A company's organization culture can moderate the relationship between workplace interpersonal relationship and its level of productivity as well as employee motivation. An organization's culture that promotes employee interpersonal relationship, will experience low staff turnover, happy and motivated staff, who will work devotedly and efficiently to attain improved productivity at the workplace.

Leadership style

Leadership style is a key factor for the accomplishment or failure of any organization. A leader is a person who influences, directs and inspires others to carry out specific job and also motivate his subordinate for capable performance towards the accomplishment of the objectives. Leaders can also decide values, culture, and tolerance and employee motivation. According to Michael

(2011), leadership has a direct cause and effect relationship upon organizations and their achievement. A leader's style could be favor or discourage interpersonal relationship of coworkers and can also moderate employee motivation in the workplace.

Furthermore, it is important to emphasize that a good leadership style can moderate the relationship between employee interpersonal communication and organizational productivity. A leadership style that boosts good workplace interpersonal relationship will give the employees the pleasure of relating with one another, initiating good suggestions as to how job will be carried out, increase team work, improved employee motivation which will ultimately influence on the level of organization's productivity.

2.2.4 Importance of Coworker Relationships

Coworker relationships offer a variety of important functions for the individuals involved in the relationship and for the organization in which the relationships exist. Coworker relationships purpose includes mentoring, information exchange, and social support.

Mentoring

According to Kram and Isabella (1985), peer relationships are an important mentoring option to the traditional supervisor subordinate mentoring relationship. There are three types of peer relationships depending on the nature of communication between the relationship partners. In information peer relationship, communication among coworkers is characterized by low level of intimacy, self-disclosure and trust and it is limited to work related topics. The main purpose of information peers is sharing the information. In the first steps of an individual's career, information peers are key to help the new employee learn the supports and accomplish necessary tasks.

Collegial peer relationship, communication among coworkers is characterized by moderate level of intimacy, trust, emotional support and self-disclosure and can discuss work related and non-work-related issues. In addition to providing work related and organizational related information, it also provides feedback and emotional support to one another. The feedback received from collegial peer relation helps an employee to develop professionally, rather than stay informed. Collegial peer relationships are more complex and multilayered than information peers.

On other hand, special peer relationships are characterized by high levels of intimacy, trust, emotional support and self-disclosure. It fulfills the information sharing, feedback, support and strategizing the function of information and collegial peer relationships. Special peers help at this stage by providing confirmation; emotional support, personal feedback, and friendship which help the individual acquire competence and confidence. Special peer is concerned as best friend and can deals with any topics related to work and non-work issues at high levels of openness and intimacy.

Information Exchange

Peer relationships are crucial sites of information exchange and peer coworkers as one of the most important information sources. Peers have greater opportunity to observe the new employee performing his or her tasks so they are likely the most accurate sources of appraisal information. Peers are also likely the most knowledgeable about the social network. In general, and similar to information exchange in supervisor subordinate relationships, new employees rely on direct and indirect tactics when seeking information from their peers.

Social Support

Organizational life can be stressful. Work load, role conflict and role ambiguity are some the stressors employees from the tasks (Lyles, 1990). Stress also comes from the work environment as employees deal with workplace politics, conflict, change, and uncertainty (Frost, 2004). Workplace stress has a number of negative impacts such as low morale, physical and mental health problems, absenteeism, turnover and decreased (Blau, 1981). Thus, employees can alleviate stress at work place by seeking social support from others. According to House (1971), there are three types of social support. Instrumental support is referring to more tangible forms of help such as providing services and material assistance. Informational support refers to providing information and advice as well as providing consolation to someone, for example, helping a peer get through a difficult time with a boss by listening and offering support and consolation.

2.3 Contemporary Theories on Employee Relationship

1. Coworkers Relation and Psychological Conditions

Relationship between colleagues is a fundamental part everyday life of employees at workplace. Individuals working together are an important to provide support to coworkers and helpful on employee satisfaction (Madlock and Booth-Butterfield, 2012). Employees develop an interpersonal relationship with coworkers to add friendship which makes the employees mentally and physically healthy. It also makes employees feeling security and self-confidence of the individuals associated with the work and motivation to enhance friendships at workplace. Employees' relations are sharing at workplace and in work team which is characterized by little or no imbalance of power (Tan and Lim, 2009). Trust in coworkers can affect confidence in the organization to improve organizational performance. Coworkers have an important role to form informal networks without designed in an organization. Employees communicate different ideas and problems at workplace with coworkers rather than to other and formal supervisor.

Trust in coworkers can produce huge social support (Prusak and Cohen, 2001). Colleagues' relationships at workplace can affect the secession and resignation of the employees from his/her work. When coworkers' relationships and supporting each of them is high, the employees will motivate, enjoy and feel good so that employee turnover will be reduced and engaged in the organization. Thus, positive interpersonal relationships must be developed and maintained through communication.

Self Determination Theory

According to Deci et.al (1989), individuals will need to the goal of interpersonal relationships and satisfy functional and psychological needs. When employees' relationships are positive, employees will be meet their needs and they are motivated to increase commitment to the organization.

Social Exchange Theory

Social exchange theory revealed that exchange of valuable resources will initiate, strength and maintain interpersonal relationships. When employees take care of by others, then the interpersonal relationship will be strengthened with other people. According to Chaiburu and Harrison (2008), coworkers social support includes the provision of information and resources, support, empathy, mentoring and others that help employees in their work. Coworkers' relation and colleagues support will motivate employees to perform the tasks and feel happy in the organization. Interpersonal relationships between coworkers have an effect on employee engagement in the workplace.

2. Supervisor Relation and Psychological Conditions

Social Exchange Theory

Social exchange theory discovered that the theory of interpersonal relationship and trust; people form relationships in which one individual exchange will provide duty/obligation to others to provide services/benefits. A good relationship between employees with the supervisor will create trust in supervisor (Whitener et al., 1998). When the employees feel good and trust supervisor, the employee will be involved and engaged in the organization. Employee to supervisor relationship is more profitable than coworkers' relationships (Raabe and Beehr, 2001). Employee to supervisor relationship is more formal relationships and gives appreciation and recognition to employees because supervisor involved in the employee performance assessment.

Both employee to supervisor relationship and coworker's relationship provide psychological support and assistant to employees. Employees who have close relation with supervisor tend to do the work in the way that is consistent with organization's objectives. According to Rhoades and Eisenberger (2002), employee to supervisor relation and supervisor support is a form of organizational support which reduces stress at workplace and improves employee performance.

Organizational Support Theory

Supervisors have relationship with employees and communicate the intentions of the organization directly to employees. Organizational support will form the responsibility to contribute and help the organization to achieve its objectives (Vandenberghe, 2006). Support

from organization to employees increase affective commitment to the organization to be engaged by the organization and encourage employees to become organizational member and and social identity as an organizational member.

Social Exchange Theory is the underlying theory of inter-personal relationships and trust. In theory, people form relationships in which one individual exchange will provide duty or obligation to others to provide services or provide benefits. The quality of a good relationship with the supervisor will create trust in the supervisor (Whitener et al., 1998). Supervisors are often assumed to be an embodiment of the organization by employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In general, the supervisor also creates a good relationship with his subordinate (Graen & Uhl-bien, 1995; Sluss & Ashforth, 2007). Supervisors usually give examples of his subordinates.

Supervisors are a natural source by teaching the values of the organization to his subordinates and always talking about the organization on them.

2.4 Motivation Theories Relevant to the Study

Motivation is defined as the process that determines an individual's passion, direction, and determination of effort toward achieve a goal (Ran, 2009). As Robbins (1993), it also defined as the willingness to put forth high levels of effort toward organizational goals, to satisfy some employee need. Motivation differs based on approaches or sources of its origin for example depending on energy, heredity, learning, social interaction, homeostasis, cognitive process, hedonism and growth motivation (Petri, 1996). Based on picky approach adopted, motivation theories are categorized as needs based, cognitive and drive and reinforcement theories (Baron et al., 2002).

2.4.1. Need Theories of Motivation

Need theory of motivation try to identify internal factors that improve manners. Needs are physiological or psychological deficiencies that provoke behavior. There are different need theories. Needs theory is also stated to as content theories due to their description of the content of motivation (Hadebe, 2001) as proposition that internal states within persons energize and

direct their conduct. These internal states are typically stated to as drives, needs or motives in these theories, of which those of Maslow, McGregor and Herzberg are well-known examples.

Maslow's Need Hierarchy Theory

There are five basic needs such as physiological, safety, love, esteem and self-actualization. According to Maslow (1943), employees at organizations are initiate or motivated by the aspiration to achieve or maintain the various conditions upon the basic satisfactions are rest and by certain more intellectual desires.

McGregor's Theory X and Theory Y

According to Douglas McGregor's (1960), the theory X and Theory Y stands for an expansion idea on motivation to the direction and be in charge of employees at workplace. As McGregor's theory X, expresses the traditional approach to motivation, people are not keen on work and try to avoid it where possible. Thus, employees must be forced and controlled by disciplinary measures to perform effectively. The average person is supposed to lack ambition, avoid responsibility, and strive for security and financial compensation only.

In contrast, Theory Y revealed a more modern approach to motivation and most people are seen as keen to discipline themselves in order to effectively complete the tasks allocated to them. McGregor considered Theory Y as a more accurate and realistic depiction of human behavior as it states the integration of individual and organizational goals.

McClelland's Need Theory

People have fascinating drive to succeed are motivated for personal achievement rather than the rewards of success person. These people have the wish to do something better and more efficiently than it has done earlier (Robbins, 1993). McClelland's Need Theory focuses on three needs such as achievement, power and affiliation.

The need for achievement was described as the drive to excel and to achieve in relation to a set of standards to endeavor to succeed. The need for power was well-defined as the need to make others behave in a way that they would not have behaved otherwise. The need for affiliation was expressed as the desire for friendly and close interpersonal relationships. Achievement theories

suggest that motivation and performance vary according to the strength of one's need for achievement (Kreitner, 1998). The need for affiliation recommended that people have the desire to spend time in social relationships and activities. People with a high need for affiliation prefer to spend more time maintaining social relationships, joining groups, and wanting to be loved. The need for power reflects an individual's desire to influence, coach, teach, or encourage others to achieve.

The Motivator-Hygiene Theory

Motivator-hygiene theory is two factor theory received attention from practical approach towards motivating employees. Frederick Herzberg (1959) is one of the most primitive researchers in the area of job design as it affects motivation. The researcher starts his initial work on factors affecting job motivation in the middle of 1950. He revealed that employees tended express satisfying experiences in terms of factors that were intrinsic to the content of the job itself. These factors are motivators which includes variables such as achievement, recognition, work itself, responsibility, advancement and growth. On the other hand, dissatisfying experiences are hygiene factors, which are highly resulted from extrinsic non job related factors such as company policies, salary, coworker relations, and supervisory styles (Steers, 1983).

2.4.2. Cognitive Theories

Cognitive theory is an approach to psychology that tries to clarify human behavior by understanding thought processes. Cognitive theories emphasis on how our mental processes or cognitions change over time. Cognitive theories do not emphasis directly on work as a potential source of motivation, but rather on the cognitive processes, such as thoughts, beliefs and values, which people use to make choices regarding their behavior at work (Schultz & Schultz, 1998). For this reason, these theories are also referred to as process theories. Examples include equity, expectancy and goal-setting theories.

Equity Theory

Equity theory emphases on defining whether the delivery of resources is fair to both rational partners. Equity theory of motivation pacts the way people relate the value of themselves to others in similar work situation depending up on their inputs and outputs. This theory

undertakes that people's motivation within an organization depending on the desire to be treated equally and fairly. Equity is measured by comparing the ratio of contribution and benefits for each individual. The equity at workplace is based on the ratio of inputs to output. Equity theory identifies that individuals are concerned on not only amount of rewards they receive for their efforts, but also on the amounts what others receive. Depending up on individuals' inputs such as effort, experience, education and competence, one can compare outcomes such as salary, recognition and other factors. While employee perceive an imbalance between their outcome input ratio compared to others, tension/ stress is created. Tension provides bases for motivation, as people strive for what they perceive as equity and fairness (Robbins, 1993).

Expectancy Theory

Expectancy theory of motivation suggests that a person will behave or act in certain way because they are motivated to select a specific behavior over others due to what they expect the result of that selected behavior will be. Expectancy theory holds that people are motivated to behave in ways that produce desired combinations of expected outcomes (Kreitner & Kinicki, 1999). This description established based two researchers on the subject of expectancy theory:

Vroom's Original Theory

The expectancy theory claims that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). Expectancy theory also reveals that motivation is a joint function of the individual's perception that effort will lead to performance and of the perceived attractiveness of outcomes that may result from the performance (Steers, 1983).

Porter and Lawler's Extension

Lyman Porter and Edward Lawler extension is an expectancy model of motivation that extended from Vroom's work. This model attempted to 1) identify the basis of people's valences and expectancies and 2) link effort with performance and job satisfaction (Kreitner, 1998).

Goalsetting theory

Spector (2003) described the perspective on motivation as the assumption that people's behavior is motivated by their internal intentions, objectives or goals; in other words, by what people consciously want to achieve. According to Locke and Henne (1986) goals touch behavior in four ways in which they direct attention and action to those behaviors which a person believes will achieve a particular goal; they mobilize effort towards reaching the goal; they increase the person's persistence, which results in more time spent on the behaviors necessary to attain the desired goal; and they motivate the person's search for effective strategies for goal attainment.

2.4.3. Reinforcement Theories

Reinforcement theories are based on behavioristic approaches, which argue that reinforcement conditions behavior (Hadebe, 2001), i.e. that behavior that has been rewarded in the past will tend to be repeated, and behavior that has been punished previously, will tend to be extinguished.

Reinforcement theories undertake that individual's behavior is governed by its perceived positive or negative consequences (Baron et al., 2002) are based on the 'Law of Effect' idea, which was first postulated by Thorndike (1911), and further developed, by Woodworth (1918) and Hull (1943). Hull's drive theory elaborated on this idea and suggested that effort was the mathematical product of drive, multiplied by habit, and that habit was derived from behavior reinforcement.

As a motivation theory, reinforcement theory has fallen somewhat out of favor, as it simply describes relations between reinforcement and behavior, but gives little insight into motivational processes, e.g. whether or not a person desired a specific reward, or why. Nevertheless, its relative popularity in the workplace is maintained by research that has shown that rewards can be highly effective in the enhancement of job performance (Spector, 2003).

2.5. Empirical Review

Employee relationships at the workplace have great on employee motivation. As employee talk to, discuss and share ideas with each other their happiness and burdens. Thus, an employee cannot work on his own, he needs person around. An isolated environment demotivates an individual and spreads negativity around. It is essential that people are comfortable with each

other and work together as a single unit towards a shared goal. Whenever employees share healthy relation with each other at the workplace, it is also important in an organization. According to Buljubasic, E. (2008), employee relation in an organization can helps to decision that an individual cannot take decisions alone;to make work easy if it is shared among all; to make happy place to work if the employees work together as a family; to make employee motivated in the company of others whom he can trust and fall back on whenever needed; discourages conflicts and fights among individuals and decreases the problem of absenteeism and turnover at the workplace.

In addition, employees' relationships offer a variety of important functions for the individuals involved in the relationship and for the organization in which the relationships exist. Coworker relationships purpose includes mentoring, information exchange, and social support. According to Kram and Isabella (1985), peer relationships are an important mentoring option to the traditional supervisor subordinate mentoring relationship. Peer relationships are crucial sites of information exchange and peer coworkers as one of the most important information sources. Peers have greater opportunity to observe the new employee performing his or her tasks so they are likely the most accurate sources of appraisal information. Peers are also likely the most knowledgeable about the social network. In general, and similar to information exchange in supervisor subordinate relationships, new employees rely on direct and indirect tactics when seeking information from their peers.

Organizational life can be stressful. Work load, role conflict and role ambiguity are some the stressors employees from the tasks (Lyles, 1990). Stress also comes from the work environment as employees deal with workplace politics, conflict, change, and uncertainty (Frost, 2004). Workplace stress has a number of negative impacts such as low morale, physical and mental health problems, absenteeism, turnover and decreased (Blau, 1981). Thus, employees can alleviate stress at work place by seeking social support from others. According to House (1971), there are three types of social support. Instrumental support is referring to more tangible forms of help such as providing services and material assistance. Informational support refers to providing information and advice as well as providing consolation to someone, for example, helping a peer get through a difficult time with a boss by listening and offering support and consolation.

Various researchers and scholars were investigated effects of employees' relationships on employees' motivation including coworker support, team building and employee communication in abroad countries with in different business organizations and other governmental organizations.

P. N. Nwinyokpugi, (2019), has studied interpersonal relationships at work; Enhancing Organizational Productivity of Deposit Money Banks in Port Harcourt. In the study social support, employee communication and team building were used as determinants of interpersonal relationships at work and independent variables to examine their impacts on enhancing organizational productivity of the Nigerian Banks. In their study, the target population comprised of 22 deposit money banks operating in Port Harcourt, Rivers State. The researchers had used the sample of 114 respondents and had analyzed the results by using both descriptive and inferentials tatistical analysis. The findings revealed a positive and significant relationship between workplace interpersonal relationship and organizational productivity using the Pearson Product Moment Correlation tool at a 95% confidence interval. More specifically, the following findings from the study emerged were:

There is a strong positive relationship between employee communication and each of the measures of organizational productivity in the sample of deposit money banks in Port Harcourt.

There is a positive significant relationship between team building and organizational productivity of deposit money banks in Port Harcourt. There is a positive and significant relationship between social support and each of the measures of organizational productivity in the sample of deposit money banks in Port Harcourt.

Caroline Njambi (2014), investigated factors influencing employee motivation and its impact on employee performance in the case of Amref Health Africa in Kenya at United States International University-Africa. In the study the population of 412 employees was used from different functions. By using stratified random sampling techniques 96 employees of respondents were used as a sample. Tailor made structured questionnaire was developed to collect the necessary data and Statistical Packages for Social Scientists (SPSS) was used.

The major findings of the study were that the extrinsic factors affect the achievement aspects of employee motivation. These extrinsic factors include, work condition, pay, fringe benefits and

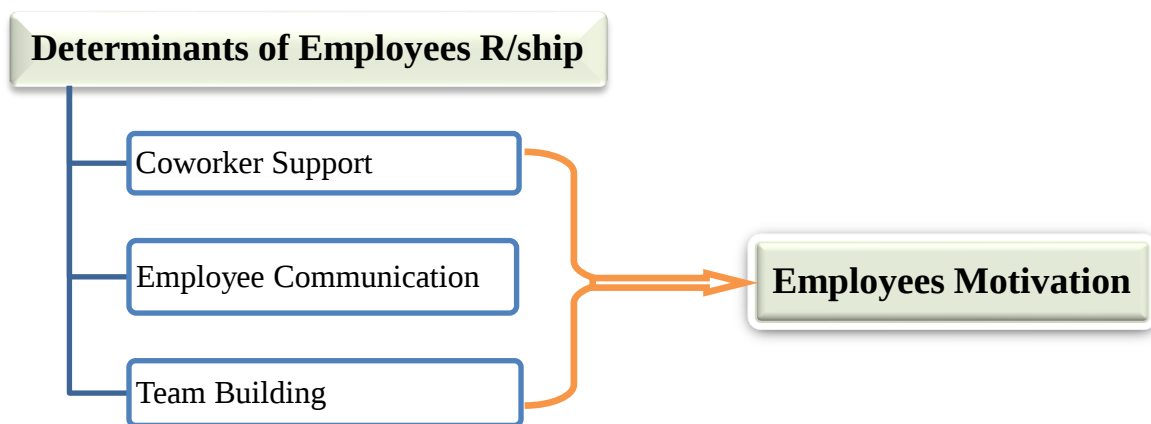
the work environment among others. The study also recognized some intrinsic factors that influence employee motivation. These intrinsic factors comprised employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors. The study also found and 81.2% of respondents agreed that employee management influenced motivation.

Stephen F. Occhipinti et al., (2018), the effect of coworker relationships, involvement, and supportiveness on job satisfaction and performance that was done on Gettysburg College Students. 64 Gettysburg College Students were participants in the study. The partakers accomplished an online investigation about the relationships among group mates, group involvement, and group support experience. The result of the survey demonstrated that there was significant association between positive relationships and involvement and job satisfaction and group performance in a group scenario as well as there was a significant association between group support and job satisfaction.

2.6. Conceptual Framework

In this study, coworkers' relationships and employee's motivation are conceptualized as independent variables and dependent variable respectively. The independent coworkers' relationships determinant includes coworkers support, employee communication and team building.

Independent Variables Dependent Variable



Source: developed for this research, 2021

Figure 1: Conceptual model of effects of coworkers' relationship on employees' motivation

2.7. Research Hypotheses

Based on the stated empirical review the following hypotheses are provided:

Hypothesis 1: Coworkers support has a statistically significant positive effect on employee motivation

Hypothesis 2: Employee communication has a statistically significant positive effect on employee motivation

Hypothesis 3: Team building has a statistically significant positive effect on employee motivation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents the methodological concerns that were used in conducting the research and provides a justification for each step to be taken. It includes research design, data sources, target population and sampling techniques, methods of data collection, scale of measurement, validity and reliability, methods of data processing and analysis.

3.2. Research Design and Approach

A research design is a conceptual structure that shows how all the major parts of the research project can organize. According to C. R. Kothari (2007), the research design constitutes the blueprint for the collection, measurement and analysis of data. In this study, both descriptive and explanatory types of the research design were used in order to explain the effects of coworker relationship on employee motivation in the case of CBE. In the study quantitative research approach which obtained through questionnaires was used.

3.3. Description of Variables & Model Specification

The study was contained both dependent and independent variables. The predicted variable is employees' motivation; while explanatory variable are coworkers' relationships (coworker support, employee communication and team building). These variables were analyzed by both descriptive and inferential analysis.

3.3.1. Descriptive Analysis

The researcher used descriptive analysis to reduce the data into a summary format by table; measure of central tendency (minimum and maximum values, mean and standard deviation), histogram and chart were used to describe the demographic characteristics of respondents.

3.3.2. Inferential Statistics Analysis

According to Sekaran (2000), inferential statistical analysis allows researchers to infer the relationship and variances of different subgroups and independent variables that might explain a dependent variable from data through analysis. Pearson product moment correlation coefficient and multiple regression analysis were used to infer this research.

The Pearson Product Moment Correlation Coefficient

The Correlation Coefficient is a commonly used statistical method for the analysis of the relationship between two variables when the relationship between two variables is linear and correlated continuous. Thus, to examine whether a significant relationship exists between coworkers' relationship and employees' motivation, the Pearson Correlation Coefficient was used.

According to (Mc Daniel and Gates, as cited by Adam Martin, 2007), correlation coefficient can range from -1.00 to +1.00. The value of -1.00 presents a perfect negative correlation. While a value of +1.00 presents a perfect positive correlation. A value of 0.00 correlations presents no relationship. The results Correlation Coefficient may be interpreted as follows:

Correlation Coefficient	Interpretation
(-1.00 to -0.8)	High
(-0.8 to -0.6)	Substantial
(-0.6 to -0.4)	Medium/ Moderate
(-0.4 to -0.2)	Low
(-0.2 to 0.2)	Very Low
(0.2 to 0.4)	Low
(0.4 to 0.6)	Medium/ Moderate
(0.6 to 0.8)	Substantial
(0.8 to 1.00)	High

Multiple Regression Analysis

Multiple regression analysis explain the inter correlations of all variables involved. Sekaran (2000) adds that in multiple regression analysis more than one predictor is jointly regressed against the criterion variable. This method is used to determine if the independent variables would explain the variance in coworkers' relationship and employees' motivation of CBE.

Description of Variables & Model Specification

Multiple linear regression analysis was used to study the effect of the independent variable on the dependent variable. In this study, the dependent variable is employees' motivation and independent variable is coworkers' relationship. The main purpose of using the regression in this study was to make the researcher more effective at describing, understanding, predicting and controlling the stated variables.

Independent Variables

Determinants of coworkers relationship

- Coworker support (Cs)
- Employee communication (Ec)
- Team building (Tb)

Dependent Variables

Employees' motivation (Y)

Regress effects of employees' motivation on the selected determinants of coworkers' relationship: The equation of multiple linear regression formula expression is presented as:

$$Y = \beta + \beta_1 Cs + \beta_2 Ec + \beta_3 Tb + E$$

This study contains both dependent and independent variables. The dependent variable is employees' motivation; while independent variable is coworkers' relationship (coworker support, employee communication and team building). These variables were analyzed by using a linear multiple regression models which can be specified as follows:

$$Y = \beta + \beta_1 Cs + \beta_2 Ec + \beta_3 Tb + E$$

Where: β is the intercept term—it gives the mean or average effect of Y when all the variables excluded from the equation and also, its automatic interpretation is the average value of Y when the stated independent variables are set equal to zero.

Y -Dependent variable – employees’ motivation

Cs, Ec and Tb-the explanatory variables (the regressors)

β_1, β_2 , and β_3 refer to the coefficient of their respective independent variables which measures the change in the mean value of Y, per unit change in their respective independent variables.

3.4. Target Population

The target population according to Kothari, (2013) is the universe of interest. It is the total number of subjects or the total environment to the researcher. A research population is a large collection of individuals or objects that is the main center of attention of a systematic query (Castillo, 2009). This study was targeted a study population of 236 employees from four branches (Mahtema Ghandi, Sheger, Arat Kilo and Addisu Gebeya) of CBE found at Northern district of Addis Ababa. These branches are the most dominant branches by having potential customers, deposits and a number of employees in Northern district of CBE in Addis Ababa that is the main reason why the researcher has selected those branches.

3.5. Sampling Frame

A sampling frame is a list of all objects where a demonstrative sample is drawn for the purpose of research. Sampling must be so large that it allows the researcher to feel confident about the sample representativeness and it allows the researcher to make inferences of the sampling frame and the entire population (Silverman, 2005). The sample frame for this study was all employees from four branches of CBE found at Northern district of Addis Ababa as shown in table 3.1.

Table 1: Sampling Frame of Study Population

No.	Branches	Total Population (Number of Employees)	Percentage
1.	Mahtema Ghandi Branch	65	27.6
2.	Sheger Branch	43	18.2
3.	Arat Kilo Branch	76	32.2
4.	Addisu Gebeya Branch	52	22.0
Total		236	100

Source: Survey Data, 2021

3.6. Sample Size and Sampling Techniques

3.6.1. Sample Size

Sampling design is the plan and technique of selecting the appropriate sample from the population identified. The plan consists of the components identifying the population, sampling frame, sampling unit, sample size and sampling technique (Kothari, 2004). In this research to find representative sample size of the study population of CBE, the researcher was used the formula of Yemane T. (1967) to reduce the sample size to manageable level. According to Yemane T. (1967), sample size is computed as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Where,

- **N**- is the population size
- **n** - Sample size
- **e** - Level of statistical significance (marginal error at 5%).

So, as the estimated populations of four branches of CBE found at Northern district of Addis Ababa employees was 236 and the sample size become

$$n = \frac{N}{1 + N(e^2)} = \frac{236}{1 + 236(.05^2)} = 149$$

Therefore, the sample size used for this study was 149 employees of four branches of CBE found at Northern District of Addis Ababa.

3.6.2. Sampling Techniques

In this study, probability sampling techniques was used to select representative samples. From probability sampling technique, a random sampling technique was used to select respondents. The reason why the researcher selects simple random sampling technique, it is a trustworthy method of obtaining information where every single member of a population was chosen randomly, merely by chance and each individual has the same probability of being chosen to be a part of a sample.

3.7. Sources of Data and Data Collection Method

3.7.1. Sources of Data

In this study the researcher was used both primary and secondary data to collect necessary information from respondents. Accordingly, primary data was collected from the respondents by using structured questionnaire. On other hand, secondary data was collected from relevant published journal articles, case studies, books, annual reports, CBE websites, newspapers, and government publications.

3.7.2. Data Collection Instrument

The researcher was used self-prepared and structured questionnaire to collect data from the respondents. The questionnaire items were scaled on a five-point likert scale and through interview.

3.7.3. Data Collection Procedures

According to Kambo et al. (2002), data collection is defined as the process of gathering specific information aimed at proving or refuting some facts. In this research, the primary data used was collected through self-administered a questionnaire which are distributed to the target respondents of CBE. The questionnaire consists of closed ended questions. Closed ended questions was prepared by using a five-point likert response scale which includes strongly agree (5), agree (4), uncertain (3), disagree (2) and strongly disagree (1) for respondents. To collect the data from respondents, the questionnaire was prepared in English.

3.8. Methods of Data processing and Analysis

3.8.1. Methods of Data processing

Method of data processing was both manual and computerized system. Data processing was done by editing, coding, classifying and tabulating collected data. The researcher was edited the collected raw data to detect errors, omissions, checking that there is an answer for each question and the questions are answered accurately and uniformly. The process of assigning numerical or other symbols was come next which is used by researchers to reduce into a limited number of

categories or classes. After this the process of classification or arranging large volume of raw data into classes or groups on the bases of common characteristics was applied. Data having the common characteristics was placed together and, in this way, the entered data were divided into a number of groups. Finally, tabulation was done to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

3.8.2. Methods of Data Analysis

The data analysis involves examining, categorizing, tabulating or otherwise recombining the evidence to address the initial prepositions of the study (Robinson, 2004). The collected data was edited, collated to eliminate errors and coded for analysis using the Statistical Package for Social Sciences (SPSS version 21) tool. Both descriptive (averages, percentages, frequencies & tables) and inferential analysis (correlation and regression) were conducted. ANOVA test was also conducted to test the statistical significance of the effect of coworkers' relationships on employee motivation of CBE.

3.9. Validity and Reliability

Pilot Testing

A pilot study was conducted purposely to test for validity and reliability of instrument. Validity test measures the fitness of the research instruments to measure what it is intended to do. According to Sukaran (2010), content validity is a function of how well the dimensions or elements of a concept have been captured.

Reliability test on the other hand looks at the ability of research instruments to give consistent results over and over again. Reliability is the degree to which results are reliable over time and an accurate representation of the population of study. According to Gay (1987), reliability is the extent to which a test consistently measures whatever it measures. Mugenda and Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. Accordingly, in order to test the validity of data, the researcher had conducted pilot study by distributing questionnaires for 15 respondents of employees of different three commercial banks (Oromia International Bank, Dashen Bank and Buna International Bank) in Addis Ababa

to employees that means 5 employees from each bank. The results of the pilot test were not included in the final data analysis.

The Cronbach's Alpha Test was conducted on all the study variables. According to George and Mallery (2003), Cronbach correlation coefficients greater or equal to 0.7 are adequate and acceptable. Field (2005) observes that a Cronbach's alpha greater than 0.7 implies that the research instrument provides a good measure. The reliability of data was found a Cronbach's alpha coefficient for all variables as computed below.

Table 2: Cronbach Alphas' Result of Reliability Test

No.	Factor	No. of Items	Cronbach Alpha
1.	Coworker support	5	0.813
2.	Employee communication	5	0.729
3.	Team building	5	0.835
4.	Employees motivation	5	0.847
	Over All Factors	20	0.793

Source: Computed for the research, 2021

As it can be seen from the above table, all the factors have acceptable reliability coefficients in excess of the required 0.70. Therefore, the value of Cronbach's alpha in this study indicates that the scales used in the instrument are adequate and suitable.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter presents the assessment made to investigate the effects of coworkers' relationship on employees' motivation of CBE at Northern Districts of Addis Ababa. This section reports the major findings from the statistical procedures used to provide answer for the basic research questions. The data was analyzed by using SPSS Version 21 software. Generally the presentation included response rate, descriptive analysis of demographic characteristics of respondents, descriptive analysis of major variables of the study, correlation analysis between predictors of coworkers' relationship and employees' motivation, regression analysis which explain how much the combination of the independent variables explained the dependent variable and finally the study finding and the subsequent analyses of the findings are presented in this chapter.

4.2. Response Rate

The total number of employees in four branches of CBE at Northern Districts of Addis Ababa under study was 236. A sample of 149 employees and target respondents was taken for the purpose of the study. A total of 149 questionnaires were distributed to employees and target respondents out of which 144 (96.6%) were correctly filled and returned.

4.3. Descriptive Statistics

This section provides quantitative data analysis of respondents' demographic data and effects of WLB on employees' job satisfaction of Awash Bank at Eastern Districts of Addis Ababa through mean and standard deviation analysis.

4.3.1. Respondents Demographic Profile

Table 3: Demographic Characteristics of Respondents

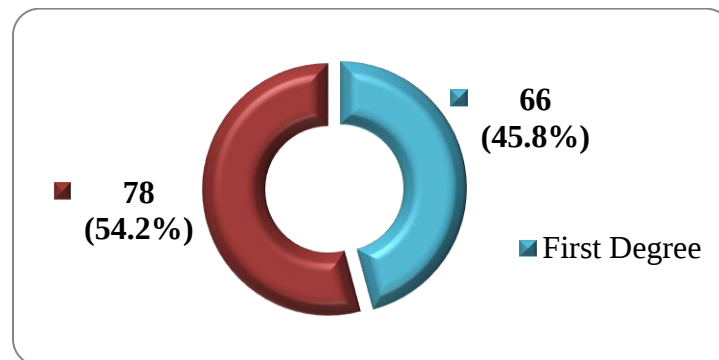
Demographic Variable	Description	Frequency	Valid Percentage
Gender	Female	51	35.4%
	Male	93	64.6%
	Total	144	100%
Age	21-25 Years	40	27.8%
	26-30 Years	62	43.1%
	31-35 Years	25	17.4%
	36-40 Years	10	6.9%
	41-45 Years	7	4.8%
	Total	144	100%

Source: Survey Results, 2021

The descriptive analyses of the data on the demographic characteristics of employees of CBE were presented in table above.

According to the above table 3, Out of the total 144 survey participants 51(35.4%) were female and 93(64.6%) were male employees. The majority of the respondents were in the age group of 26-30 years, 21-25 years and 31-35 years making 62 (43.1%), 40 (27.8%) and 25 (17.4%) of respondents respectively.

Level of Respondents Education:

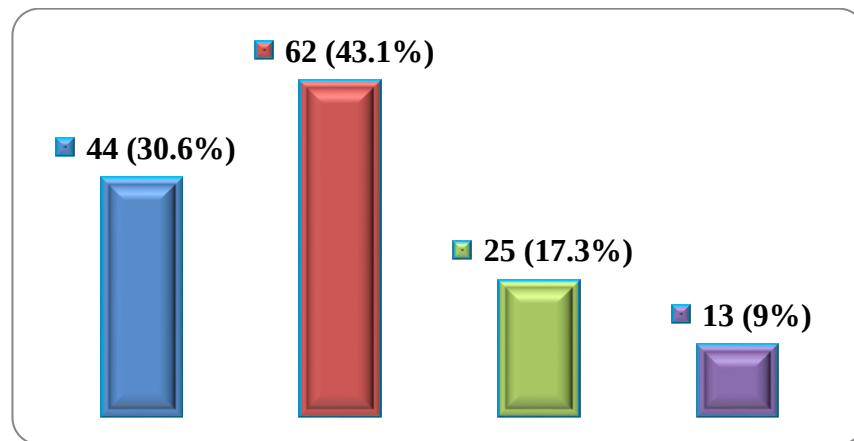


Source: Developed for this research, 2021

Figure 2: Education status of respondents

Educational status can influence ones understanding and proper implementation of the required task. As shown on the figure 2 above, the educational qualification of the respondents is very high i.e. most of respondents 78 (54.2%) were masters level and 66 (45.8%) of the respondents were at first degree level.

Work Experience:

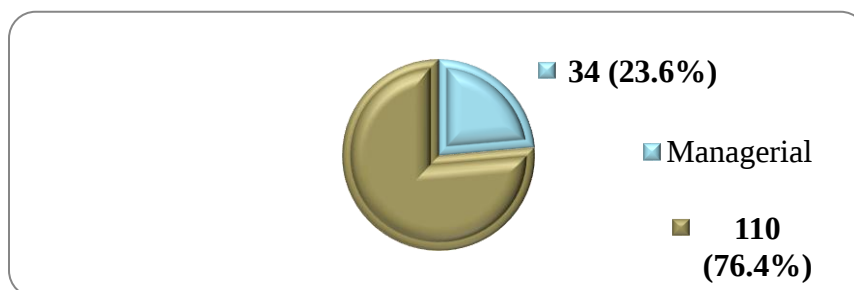


Source: developed for this research,2021

Figure 3: Work experience of respondents

The above figure 3, also reveals that 44 (30.6%) of respondents have less than five years of experience, 62 (43.1%) of respondents have work experience that lies between 6 up to 10 years, 25 (17.3%) of respondents have work experience of 11 up to 15 years and 13 (9%) of respondents have more than 15 years' work experience.

Work Position:



Source: developed for this research,2021

Figure 4: Current work Position of Respondents

As it can be seen from the figure 4 above, majority of respondents 110 (76.4%) were assigned on non-managerial level and 34 (23.6%) of respondents were on position of managerial level.

4.3.2. Descriptive Statistics of Coworkers Relationship and Employees

Motivation

Descriptive statistics in the form of means and standard deviations for respondents were computed for determinants of coworkers' relationship and employees' motivation of CBE. The descriptive statistics of the factors is presented in table 4 as below.

Table 4: Descriptive Statistics for Coworkers Relationship and Employees Motivation

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Coworker Support	144	2	5	3.649	.039	.7298
Employees Communication	144	2	5	3.664	.036	.7328
Team Building	144	2	4	3.121	.041	.6242
Employees Motivation	144	2	5	3.989	.033	.7978
Valid N (listwise)	144					

Source: Computed for this research, 2021

The descriptive statistics displayed in table 4 above show the number of respondents, mean and standard deviations among variables. According to Pihie (2009), the mean score measurement is used for description of the respondents mean score as low, moderate and high. Mean score of less than 3.39 is described as low, mean score of 3.40 to 3.79 is described as moderate and mean score of greater than 3.80 is described as high. Consequently, the mean or average response of the respondents about the extent of coworkers relationship of the bank on employees communication and coworker support variable were mean = 3.664 & 3.649 as well as SD = 0.7328 & 0.7298 respectively on a five point scale. This shows that both employees' communication and coworker support variables of coworkers' relationship were high level perceived by the respondents. On the other hand, the mean or average response of team building variable was 3.121 (SD = .6242) which is moderate mean score and respondents are perceived team spirit moderately. The score or average response of employees motivation variable was

3.989 (SD = 0.7978 which is high and respondents are perceived employees motivation highly. The findings of each measurement tool on percentiles of respondents are summarized as below.

Findings of coworkers support

Table 5: Summary of coworkers support

S/N	Determinants of Employees Relationship	SDA		DA		N		A		SA	
		Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%
1.	Coworkers Support										
1.1.	Sympathetic understanding and advice	6	4.2%	13	13.1%	10	6.9%	65	45.1%	50	34.7%
1.2.	Clear and helpful feedback	24	16.7%	35	24.3%	15	10.4%	40	27.8%	30	20.8%
1.3.	Practical assistance	0	0	24	16.6%	18	12.5%	60	41.7%	42	29.2%
1.4.	There are helpful social interactions between coworkers	0	0	20	13.9%	24	16.7%	55	38.2%	45	31.2%
1.5.	Coworkers support increases employee's morale	16	11.1%	22	15.3%	14	9.7%	54	37.5%	38	26.4%
1.6.	There are care of coworkers to be loved, valued and well-being of each other	18	12.5%	28	19.5%	12	8.3%	56	38.9%	30	20.8%
1.7.	There is colleagues ideal, social and economic support	10	6.9%	25	17.4%	9	6.3%	54	37.5	46	31.9
	Average		7.4%		17.3%		10.2%		38.2%		27.9%

Source: Survey result, 2021

The finding of the research indicated that employees have 79.8% considerate understanding and advice; 58.6% clear and helpful feedback; 70.9% practical assistance; 69.4% helpful social interactions; 63.9% coworkers support increases employee's morale; 59.7% care of coworkers to be loved, valued and well-being of each other; and 69.4% there is colleagues ideal, social and economic support within the bank. According to Babin and Boles (1996), coworkers can support reduce employees stress, increase employee job satisfaction and performance. Coworker support is a positive of interpersonal relationship that is supposed as being better than other negative psychological cause at work. It is evident that coworkers' social support at workplace increase employee morale. When an employee lacks coworkers support at workplace, it would increase the stress that impact level of productivity.

Results of team building

Table 6: Summary of team building

S/N	Determinants of Employees Relationship	SDA		DA		N		A		SA	
		Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%
2.	Team building										
2.1.	There is team-based working in the bank	42	29.2%	56	38.9%	16	11.1%	18	12.5%	12	8.3%
2.2.	Coworker relationship encourage team building	30	20.8%	45	31.3%	15	10.4%	34	23.6%	20	13.9%
2.3.	There is interdependent nature of job design that build the team in the bank	32	22.2%	44	30.6%	14	9.7%	32	22.2%	22	15.3%
2.4.	There is an integration of resources and inputs in harmony	24	16.7%	30	20.8%	14	9.7%	42	29.2%	34	23.6
2.5.	Employees are initiated to participate in collective task	31	21.5%	42	29.2%	15	10.4%	36	25%	20	13.9%
2.6.	Working with to produce more output or profit	0	0	0	0	0	0	60	41.7%	84	58.3%
2.7.	Coworkers have impacts on the success of other employees	18	12.5%	28	19.5%	16	11.1%	48	33.3%	34	23.6%
	Average		17.6%		24.3%		8.9%		26.8%		22.4%

Source: Survey result, 2021

The finding of the research indicated that employees have 68.1% no team-based working but 37.5% coworker relationship encourages team building; 52.8% there is no interdependent nature of job design that build the team; 52.8% there is an integration of resources and inputs in harmony; 50.7% employees are not initiated to participate in collective task; 56.9% coworkers have impacts on the success of other employees and 100% employees to produce more output or profit in the bank. Neelam and Shilpi (2015), find out that positive relationship between team-based working and the quality of products, good services offered by an organization. Highly effective team can positively affect the organization and help them more competitive. According

to Conti and Kleiner (2003), organizations with teams will create a center of attention and keep hold of the best employees.

Findings of employees' communication

Table 7: Summary of employees' communication

S/N	Determinants of Employees Relationship	SDA		DA		N		A		SA	
1.	Employees communication	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%
1.1.	My coworkers always provide me useful information	0	0	0	0	14	9.7%	72	50%	58	40.3%
1.2.	There is important knowledge sharing between employees	0	0	22	15.3%	20	13.9%	56	38.9%	46	31.9%
1.3.	There is accuracy of information they receive from other fellow employees	18	12.5%	26	18.1%	20	13.9%	44	30.5%	36	25%
1.4.	Impatience with employees who do not express their thoughts and opinions clearly.	25	17.4%	36	25%	21	14.6%	35	24.3	27	18.7%
1.5.	The words I choose in communication with other employees convey most of my message.	0	0	24	16.7%	28	19.4%	52	36.1%	40	27.8%
	Average		6%		15%		14.3%		36%		28.7%

Source: Survey result, 2021

The finding of the research indicated that 90.3% employees always provide useful information for coworkers; 70.6% there is important knowledge sharing between employees; 55.5% accuracy of information was received from fellow employees; 43% annoyance with employees who do not express their thoughts and opinions clearly; and 63.9% employees choose words while communication with other employees to express their message with in the bank. Effective communication such as high frequency, openness and accuracy, performance and feedback, and adequacy of information about organizational policies and procedures are positively related to

employee's performance and organizational productivity (Asamu, 2014). Communication is the exchange of ideas, emotions and opinion as well as dissemination of information through words, letters and symbols among two or more peoples (Ince and Gul, 2011).

Findings of employees' motivation

Table 8: Summary of employees' motivation

Questions Related to Employees Motivation		SDA		DA		N		A		SA	
		Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%
1.	I have good relationship with coworkers	0	0	0	0	0	0	82	56.9%	62	43.1%
2.	I always like employees I work with	0	0	0	0	0	0	65	45.1%	79	54.9%
3.	I often enjoy with my coworkers	25	17.4%	38	26.4%	15	10.4%	34	23.6%	32	22.2%
4.	Coworkers always encourage employee's morale	0	0	20	13.9%	18	12.5%	60	41.7%	46	31.9%
	Average		4.4%		10.1%		5.7%		41.8%		38%

Source: Survey result, 2021

Employees' motivation measured with respect to selected determinant of coworkers' relationship such as coworker support, team building and employees communication related questions. A result of the finding indicated that employees have 100% good relationship with coworkers and always like his/her coworkers; 45.8% often enjoy with coworkers and 73.6% coworkers always encourage employee's morale within the bank.

4.4. Results of Inferential Statistics

In this part, the results of inferential statistics used in the study are presented. To draw conclusion and assess the objectives of the study, correlation Coefficient and multiple regression analysis were also performed.

4.4.1. Correlation Analysis

In order to determine whether there are significant relationships between independent variables (coworkers' relationship) and dependent variable (employees' motivation), Pearson's Product Moment Correlation Coefficient of IBM SPSS version 21 was computed.

Table 9: The results of Pearson Product Moment Correlation Coefficient

		Correlations			
		Coworker Support	Team Building	Employees Communication	Employees Motivation
Coworker Support	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	144			
Team Building	Pearson Correlation	.610**	1		
	Sig. (2-tailed)	.005			
	N	144	144		
Employees Communication	Pearson Correlation	.707**	.268	1	
	Sig. (2-tailed)	.002	.050		
	N	144	144	144	
Employees Motivation	Pearson Correlation	.776**	.453**	.512**	1
	Sig. (2-tailed)	.000	.002	.001	
	N	144	144	144	144

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

Source: Computed for this research,2021

Table 10 above shows that the correlation coefficient between independent variables and dependent variable. According to (Mc Daniel and Gates, as cited by Adam Martin, 2007), correlation coefficient can range from perfect negative to perfect positive (-1.00 to +1.00). Correlation score of -0.6 to -0.4 is described as medium/moderate negative correlation, correlation score of 0.4 to 0.6 is described as medium/moderate positive correlation, and correlation score of 0.6 to 0.8 is described as strong/ substantial positive correlation.

As it can be seen, strong/ substantial positive relationship exists between coworker support and employees' motivation $r = 0.776$ value of correlation. On other hand, moderate/average positive relationship exists between employees communication and employees' motivation as well as team building and employees' motivation $r = 0.512$ and $r = 0.453$ correlation coefficient value respectively. The correlation coefficient value of ($r=0.776, 0.512, 0.453, p < 0.01$) respectively which is statistically significant at 99% confidence level.

The findings the effect of employee relationship on employees motivation are supported with the findings of different previous researchers. The result of coworkers support is supported by P. N. Nwinyokpugi, (2019), interpersonal relationships at work enhance organizational productivity. According to Babin and Boles (1996), coworkers can support reduce employees stress, increase employee job satisfaction and performance. Coworker support is a positive of interpersonal relationship that is supposed as being better than other negative psychological cause at work. It is evident that coworkers' social support at workplace increase employee morale. When an employee lacks coworkers support at workplace, it would increase the stress that impact level of productivity. Trusting and supportive interpersonal relations among employees tends to psychological safety (Kahn, 1990). When employees have trustful friends at work, they can get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work (Dotan, 2007 and Morrison, 2004).

The finding of team building effect is supported by Neelam and Shilpi (2015), find out that positive relationship between team-based working and the quality of products, good services offered by an organization. Highly effective team can positively affect the organization and help them more competitive. According to Conti and Kleiner (2003), organizations with teams will create a center of attention and keep hold of the best employees. This in turn will form a high-performance organization that is flexible, competent, and most importantly beneficial. Thus, the result of the study was supported by previous researches and team spirit has positive effect on employee motivation.

The finding of employee communication effect is supported by Asamu (2014), find out that positive The researcher has shown that there is a positive relationship between employee communication and employee motivation. Effective communication such as high frequency, openness and accuracy, performance and feedback, and adequacy of information about organizational policies

and procedures are positively related to employee's performance and organizational productivity. Communication is the exchange of ideas, emotions and opinion as well as dissemination of information through words, letters and symbols among two or more peoples (Ince and Gul, 2011). Information exchange is a crucial part of the organizing process, and being well informed is necessary for both individual and organizational effectiveness (Spillan, Mino, & Rowles, 2002).

4.4.2. Multiple Regression Analysis

Multiple regression analysis was performed to determine the level to which independent variables explain the variance in dependent variable. The results of the multiple regression analysis are narrated as under.

Regress employees motivation (as the dependent variable) on coworker relationship (as independent variables) for CBE.

Table 10: Model Summary for Coworkers Relationship

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.542	.535	.012
a. Predictors: (Constant), coworker support, team building, employees communication				
b. Dependent Variable: employees motivation				

Source: Computed for this research, 2021

Table 10 presents the regression model on coworkers' relationship versus employee motivation. As presented in the table, multiple R is .856^a, R Square value .542 and adjusted R Square .535. Thus, the model summary revealed that the proportion of the variation in determinants of coworkers' relationship explained by the three predictors namely coworker support, team building and employees communication jointly is 53.5 percent. The remaining 46.5 percent of the variance is explained by variables not included in this study.

Table 11: Analysis of Variance (ANOVA) for Coworkers Relationship

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	135.327	4	33.832	99.506	.000 ^b
Residual	115.309	139	.8296		
Total	250.636	143			
a. Dependent Variable: employees motivation					
b. Predictors: (Constant), coworker support, team building, employees communication					

Source: Computed for this research,2021

Analysis of variance (ANOVA) results shown in the table 12 further confirms that the model fit is appropriate for this data since p-value of .000^b which is less than 0.05, with 143 degree of freedom. This implies that there is a significant positive relationship between coworkers relationship and employees motivation.

Table 12: Coworkers Relationship Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	VIF
		B	Std. Error	Beta		
1	(Constant)	.251	.140		1.793	0.5577
	Coworkers Support	.633	.345	.310	1.835	0.5449
	Team Building	.542	.327	.446	1.657	0.6035
	Employees Communication	.366	.159	.235	2.302	0.4344
a. Dependent Variable: employees motivation						

Source: Computed for this research 2021

As table 12 above shows the un standardized regression coefficients of the bivariate association between the independent variables and the dependent variable are explained in the form of the following equation. As it can be seen in table 12, predicted (employees motivation score) = .251 + 0.633 (coworker support) + 0.542 (team building) + 0.366 (employees communication).

$$\text{i.e. } Y = .251 + 0.633 \text{ CS} + 0.542 \text{ TB} + .366 \text{ EC}$$

The intercept employees' motivation (0.251) shows the predicted value of the dependent variable when all of the independent variables have a value of 0. The β coefficient represents the amount of change in the dependent variable (employees' motivation) for a one - unit average score change in the independent variable (coworkers relationship). For case in point, if we take the coefficient of coworker support (CS), for every one average score increase in the scale of CS, it is predicted that the magnitude of score of Y's would change by 63.3% on employees' motivation; the effect of one unit change in team building (TB) will affect 54.2% employees motivation if there is no change on other variables and the effect of one-unit change in employees communication (EC) will affect 36.6% employees motivation if there is no change on other variables.

Table 12 further shows that, F statistics value 143 at 4 and 139 degrees of freedom indicates all the independent variables (coworkers' relationship) included in this study can significantly explain at 99 percent confidence level to the variation in the dependent variable employees' motivation. The effect of independent variables on dependent has been presented in their order of importance along with beta value.

- ☞ Team building with a (Beta =0.446)
- ☞ Coworker support with a (Beta =0.310)
- ☞ Employees communication with a (Beta=0.235)

The team building and coworker support as a determinant of coworker relationship with a Beta value 0.446 and 0.310 are the best predictors of employees' motivation respectively. On other hand, employees' communication as a determinant of coworker relationship with a Beta value 0.235 is the poor est predictor of employees' motivation when it is compared with the other selected explanatory variables.

4.5. Discussion of Results

This study is aimed to examine the effects of coworkers' relationship by using three determinants; i.e. coworker support (CS), team building (TB) and employees communication (EC) on employees' motivation in CBE. Concise discussion is provided for each determinant of coworkers' relationship effects on employees' motivation.

4.5.1. Effects of Coworker Support on Employees Motivation

The relationship between the two variables (coworker support and employees motivation) was analyzed through the correlation coefficient. There is a positive relationship between the two variable which is evident by the value of ($r = 0.776$ and $B = 0.633$). The results of the study revealed that coworker support has a significant and positive effect on employees' motivation. Thus, based on this result, it can be described that hypothesis 1 is supported.

According to P. N. Nwinyokpugi, (2019), interpersonal relationships at work enhance organizational productivity. According to Babin and Boles (1996), coworkers can support reduce employees stress, increase employee job satisfaction and performance. Coworker support is a positive of interpersonal relationship that is supposed as being better than other negative psychological cause at work. It is evident that coworkers' social support at workplace increase employee morale. When an employee lacks coworkers support at workplace, it would increase the stress that impact level of productivity.

Trusting and supportive interpersonal relations among employees tends to psychological safety (Kahn, 1990). Coworkers have been considered an important normative influence on the behavior of individual employee (Ehrhart & Naumann, 2004). When employees have trustful friends at work, they can get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work (Dotan, 2007 and Morrison, 2004). Therefore, support provided by coworkers can enhance the motivation of their peers.

4.5.2. Effects of Team Building on Employees Motivation

The relationship between the two variables (team building and employees motivation) was analyzed through the correlation coefficient. As it can be seen on table 9, there is a positive relationship between the two variable which is evident by the value of ($r = .453$ and $B = .542$) significant effect on employee motivation. Based on this result, it can be explained that hypothesis 2 is accepted. The finding shows that team spirit have a positive effect towards employee motivation. This result is in line with previous study made by (Neelam and Shilpi 2015). The researcher point out that positive relationship between team-based working and the quality of products, good services offered by an organization. Highly effective team can

positively affect the organization and help them more competitive. According to Conti and Kleiner (2003), organizations with teams will create a center of attention and keep hold of the best employees. This in turn will form a high-performance organization that is flexible, competent, and most importantly beneficial. Therefore, the result of the study was supported by previous researches and team spirit has positive effect on employee motivation.

4.5.3. Effects of Employee Communication on Employees Motivation

The relationship between the two variables (employee communication and employees motivation) was analyzed through the correlation coefficient. As it can be seen on table 9, there is a positive relationship between the two variable which is evident by the value of ($r = .512$ and $B = .366$) significant effect on employee motivation. The result was supported by hypothesis 3.

This result is in line with previous study made by (Asamu, 2014). The researcher has shown that there is a positive relationship between employee communication and employee motivation. Effective communication such as high frequency, openness and accuracy, performance and feedback, and adequacy of information about organizational policies and procedures are positively related to employee's performance and organizational productivity (Asamu, 2014). Communication is the exchange of ideas, emotions and opinion as well as dissemination of information through words, letters and symbols among two or more peoples (Ince and Gul, 2011). Information exchange is a crucial part of the organizing process, and being well informed is necessary for both individual and organizational effectiveness (Spillan, Mino, & Rowles, 2002).

Hypothesis Testing

The results of the study were supports the hypothesis tests as examined by inferential statistics results of regression analysis and correlation coefficient as below.

Hypothesis 1 was supported. Coworkers support has a statistically significant positive effect on employee motivation.

Hypothesis 2 was supported. Employee communication has a statistically significant positive effect on employee motivation.

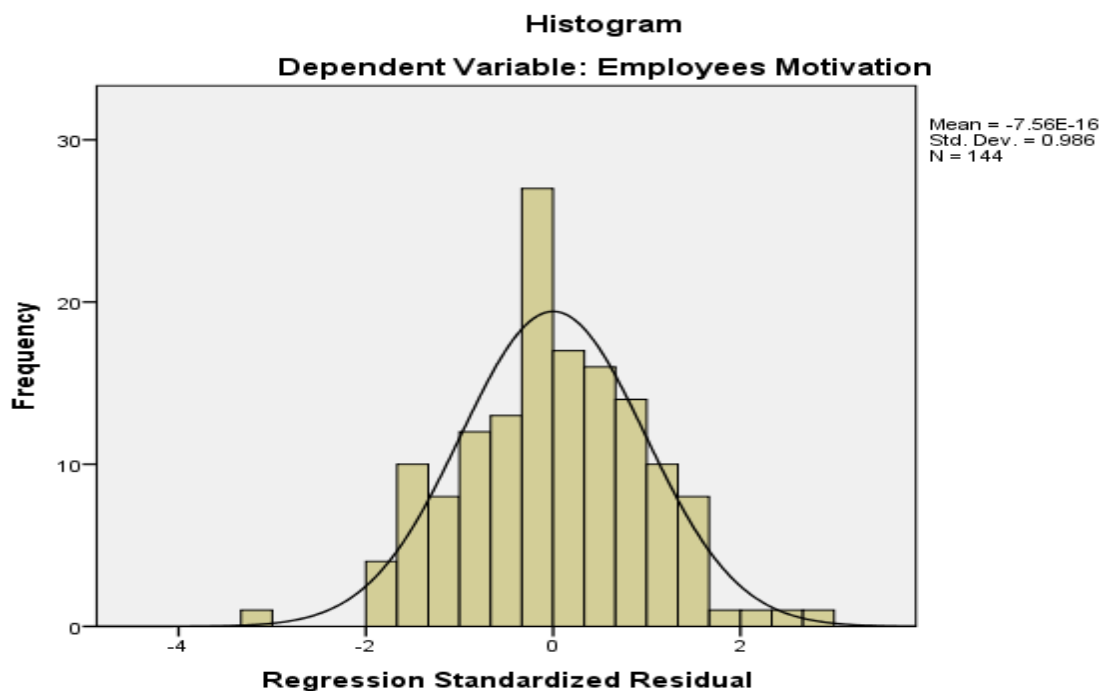
Hypothesis 3 was supported. Team building has a statistically significant positive effect on employee motivation.

4.5.4. Test for Multiple Regression Model Assumptions

Different tests were run to make the data ready for analysis and to get reliable output from the research. These tests were intended to check whether the multiple regression model assumptions are fulfilled when the explanatory variables are regressed against dependent variables. Accordingly, the following assumption presents tests of the multiple regression model assumption.

Assumption 1: Test for Normality

The normality test in this study is shown in figure 5 of the histogram, which shows that the data were consistent with a normal distribution assumption.



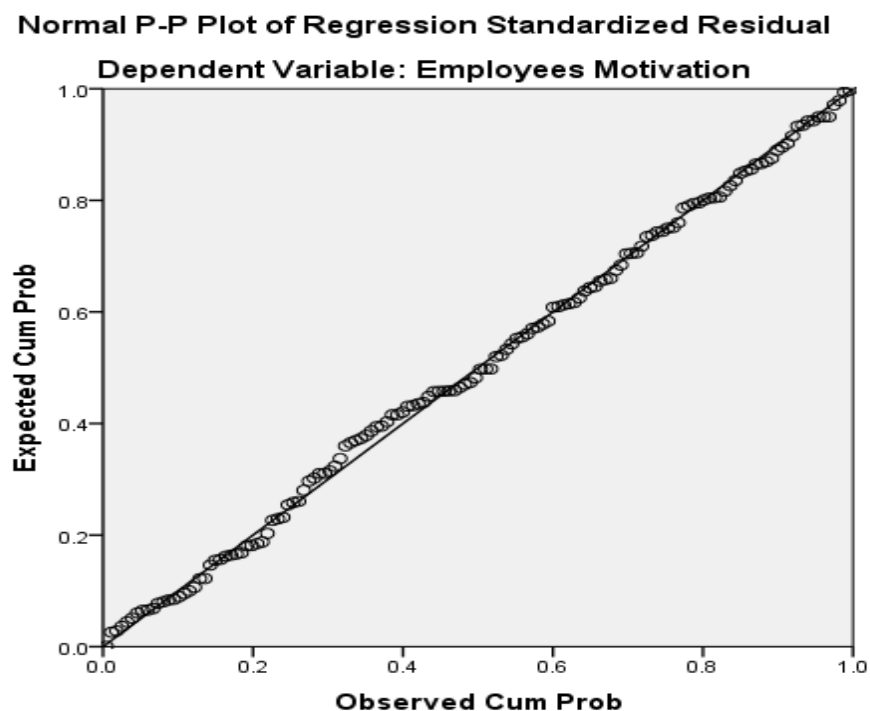
Source: developed for this research, 2021

Figure 5: Normality test for the multiple regression model assumption

The researcher used histogram to test the normality of predictor and predicted variables. As Fig. 5 shows both test of normality of variables are normally distributed because the skewness indicates both positive and negative (skewed to both directions from 0).

Assumption 2: Test for Linearity

The linearity assumption predicts that the relationship between the independent variable and the dependent variable is linear in nature. Examination of the residual plots can help to identify the presence of linear relationships between the dependent variable and the independent variables. The plotted point on figure 6 illustrates, a straight line stretching diagonally from the bottom left to the top right. Therefore, the linearity assumption is not violated and the variables in the model have more or less linear relationship.



Source: developed for this research, 2021

Figure 6: Test for Linearity

Assumption 3: Multicollinearity Test

The presence of multicollinearity can be detected by examining the correlation matrix of independent variable. If the researchers found that there is any correlation between two variables to be more than 80%, automatically the suspicions for the existence of multicollinearity problem is derived. By referring back to the correlation matrix provided in table 9, it can be observed that the highest correlation among the independent variable is 0.707 which is less than 0.8, thus we can conclude that there is no problem of multicollinearity among the variables in the model.

On other hand, the variance inflation factor /VIF/ of the linear regression is defined as $VIF = 1/T$. similarly, with $VIF > 10$ there is an indication for multicollinearity to be present. Thus, as it can be seen on table 12, the VIF of all variables are not more than 10 and there is no problem of multicollinearity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This section sum-up the major findings of the study, highlights conclusion from the findings and forward recommendations to improve employees' motivation in CBE.

5.1. Summary of Major Findings

The findings of this study are drawn from sampled data which collected from 144 respondent employees of four branches at Northern Addis Ababa district of CBE to examine the effects of coworkers' relationship on employees' motivation. This study has found out as correlation analysis results show that there is a positive and significant correlation between coworker support and employee motivation, team building and employee motivation as well as employee communication and employee motivation.

Multiple Regression analysis was also used to investigate the effects of coworkers' relationship on employees' motivation. The results of model summary show that multiple $R = 0.856^a$, R Square value .542 and adjusted R Square .535. Therefore, this study has found out as results of summary of regression analysis discovered that the proportion of the variation in determinants of coworker relationship explained by the three predictors namely coworker support, team building and employee motivation jointly is 53.5 percent effect on employees' motivation. The remaining other 46.5 percent of the variance is explained by extraneous variables which are not included in this study.

5.2. Conclusion

Employee relationship at work place brings better understanding among employees; realize the development of mutual understanding with other workers and management, enhance the morale and commitment of the employees and encourage performing quality work. It is very important in providing conducive climate for employees at work place. The relationship among coworkers should be strengthened and stepped up to bring employee motivation (Mustapha, 2013). Employee relationship at workplace improves employees' attitudes to work, job commitment, and finally impact level of productivity. The dimensions of interpersonal relationship at

workplace adopted are employee communication, coworkers support, team work, rational justice, leadership style, training and employee respect for one another (P. N. Nwinyokpugi, 2019).

The main purpose of this study was to explore the consequence of coworkers' relationship on motivation. All the way through employee's motivation, employee relationship become increased on work and non-work activities, devoted and committed to continue in the organizations because employees relationship reduce turnover and absenteeism.

The study recognized that there is the existence of the association between coworker relationship and employee motivation. The study realized that a positive coworker/employee relationship employee's levels of motivation. This study was also eliciting key determinant of coworker/employee relationship such as coworkers support, team work and employee communication had effects on employee motivation.

Finally, this study concludes that employees' motivation was positively affected by coworkers support, team work and employee communication at the bank.

5.3. Recommendation

Depending on the findings of the study, the following recommendations are provided and forwarded for the bank.

- ☞ It is recommended that the management should be able to increase the level of motivation in the bank by increasing arranging employees relationship.
- ☞ The findings shows that, there is weak team based working in the bank thus the management should have to encourage and initiate the employee to participate in collective task and team work which in turn enhance coworker or employee relationship.
- ☞ Most the time employees were not enjoy with their coworkers due to lack of time to rest, relax and enjoy with coworkers so bank should have to provide employees the time to rest, relax and enjoy.
- ☞ Clear and helpful feedback should be given for employees so that the management of bank should have to encourage it.

Generally, well- designed employee relationship initiatives for the employees will yield viable advantage as it will increase employee motivation; Furthermore, appropriated employee relationship strategies should be adopted with a view to ensuring the sustainability of employee motivation and maintaining a committed work force.

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Appendix I: Research Questionnaire

ADDIS ABABA UNIVERSITY COLLEGE OF COMMERCE DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

I am Nega Andarge, MA – Human Resource Management graduating student from Addis Ababa University School of Commerce.

Dear respondents;

This questionnaire is aimed to collect information about the effect of employee relationship on employee motivation of CBE at Northern District of Addis Ababa.

The information obtained will be used to complete a study in partial fulfillment of the requirements for Masters of Arts (MA) in Human Resource Management.

This information you would provide me is highly essential for successful completion of the study. Please answer all items objectively. The research assures you that information provided will be kept confidential and be used only for an academic purpose.

Note:

☞ Kindly **put** a (✓) mark with the option that reflects your level of agreement with the given statement.

☞ Please don't write your name on the questionnaire

Part I: Demographic Questions

1. Sex: Male ☐ Female ☐
2. Age: 21-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ 51+ ☐
3. Level of Education: Diploma ☐ Degree ☐ Master's degree ☐ Above ☐
4. Work Experience: 0-5 ☐ 6-10 ☐ 11-15 ☐ 15 + ☐
5. Position: Managerial Level ☐ Non-Managerial Level ☐

Part II: Survey Questions

Please indicate your response by using (✓) according to your choice

Strongly Agree (5), Agree (4), Uncertain (3), Disagree (2) and Strongly Disagree (1)

S/N	i. Questions Related to Determinants of Employees Relationship	Likert's Rating Scale				
		1	2	3	4	5
2.	Questions related to coworkers support					
2.1.	Sympathetic understanding and advice					
2.2.	Clear and helpful feedback					
2.3.	Practical assistance					
2.4.	There are helpful social interactions between coworkers					
2.5.	Coworkers support increases employee's morale					
2.6.	There are care of coworkers to be loved, valued and well-being of each other					
2.7.	There is colleagues ideal, social and economic support					
3.	Questions related to team building	1	2	3	4	5
3.1.	There is team-based working in the bank					
3.2.	Coworker relationship encourage team building					
3.3.	There is interdependent nature of job design that build the team in the bank					
3.4.	There is an integration of resources and inputs in harmony					
3.5.	Employees are initiated to participate in collective task					
3.6.	Working with the produce more output					
3.7.	Coworkers have impacts on the success of other employees					
4.	Questions related to employees communication	1	2	3	4	5
4.1.	My coworkers always provide me useful information					
4.2.	There is important knowledge sharing between employees					
4.3.	There is accuracy of information they receive from other fellow employees					
4.4.	Impatience with employees who do not express their thoughts and opinions clearly.					
4.5.	The words I choose in communication with other employees convey most of my message.					

Please indicate your response by using (✓) according to your choice

Strongly Agree (5), Agree (4), Uncertain (3), Disagree (2) and Strongly Disagree (1)

ii. Questions Related to Employees Motivation		Likert's Rating Scale				
		1	2	3	4	5
5.	I have good relationship with coworkers					
6.	I always like employees I work with					
7.	I often enjoy with my coworkers					
8.	Coworkers always encourage employee's morale					