



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

**THE EFFECT OF EMPLOYEE RELATION PRACTICES ON  
EMPLOYEE PERFORMANCE: THE CASE OF YEKA SUB CITY  
ADMINISTRATION IN ADDIS ABABA**

**A RESEARCH THESIS SUBMITTED TO ADDIS ABABA  
UNIVERSITY, SCHOOL OF COMMERCE SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN  
HUMAN RESOURCE MANAGEMENT**

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**ADVISOR: DR. WOREKU MEKONEN (PHD)**

**JUNE, 2021  
ADDIS ABABA, ETHIOPIA**

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**APPROVAL SHEET**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF POST GRADUATE STUDIES**

**BY**

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**APPROVED BY BOARD OF EXAMINERS**

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## STATEMENT DECLARATION

I, the undersigned, declare that this study entitled “**The Effect of Employee Relation Practices on Employee Performance: The Case of Yeka Sub- City Administration In Addis Ababa**” is my original work presented under the guidance of **Dr. WORKU MEKONEN** and has not been submitted in full or in partial for awarding a degree in any other university, and that all sources of materials used for the study have been duly acknowledged

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Date: June 2021

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Date of submission: \_\_\_\_\_

## **Certification**

This is to certify that the study, —“The Effect of Employee Relation Practices on Employee Performance: The Case Of Yeka Sub-City Administration In Addis Ababa” , undertaken by MIKIAS HAILE GEBREEGZIABHER in Partial Fulfilment of the Requirements for the Degree of Master of arts in Human Resource Management at Addis Ababa University school of commerce under my guidance.

Research Advisor: WORKU MEKONEN (PHD)

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Date: \_\_\_\_\_

## **ACKNOWLEDGEMENT**

I would like to thank god for help me to make up for this moment. My great appreciation and gratitude goes for Dr. WORKU MEKONEN (PHD) who has devoted his time and expertise to support me in doing this research from the beginning of the proposal step up to the final level of this research thesis. I am highly indebted and want to thank my colleague and esteemed friend Ms. NURAYEHU ESHETU for her continuous support and advices from the beginning of my class up to this step and always remember her good deeds.

Also I want to give a big thanks to my family for their unconditional love and support and who

Always believe in me and initiate me for the making of this master degree. Sincere appreciation and honour goes to all staff members of Yeka sub-city administration and workers of words underthe sub-city for their humble cooperation and support in time of data collecting process and help me to make this paper possible.

I want to thank Mrs. BETLHEM MESERET and Mr. DEREJE NIGUSSIE for always being there for me and help me in every ways they can and to all my friends who help me in editing this paper work and organizing data collection process of my paper. Thank you all and may god pay your dues.

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## **ABBREVIATIONS AND ACRONYMS**

**Y.S.C.A**    **yeka sub city administration**

**S.D**        **standard deviation**

## **ABSTRACT**

*The main purpose of this study was to identify and assess the effect of employee relation practices on employee performance at yeka sub-city administration in Addis Ababa with the essence of intending to show how much organizations employee relation practices will affect its employee performance and its role in sustaining successfulness and employee relation. The objective of this study was to explore and identify how employee relation practice affects employee performance at yeka sub-city administration. Among 1,500 employees of the organization, 306 employees become selected for the research using random sampling method and select respondents by lottery method and included in filling the prepared questionnaires for the study. Quantitative approach for research making was used. Both primary and secondary sources of data were used. The collected data are described descriptive statistics elements such as tables, percentages and other tools that are helpful in compiling feed backs of respondents. The researcher found out that factors influencing both employee relation practices and employee performance are very crucial and organizations should give special emphasis in order to create smooth relation between the organization and employees. From respondents feed backs and explanations, employee relation practices matter the most in their job environment and has both positive as well negative effect on their performance. As to the reactions and findings of the study more should be done to enhance employee performance at yeka sub-city administration and to strengthen employee relation practices. The relation among employees and their managers should be strong and need to be considered. Also performance appraisal systems, employee recognition mechanisms, the need to address employee grievances and complains solving procedures should be the major focus for the organization. The research has tried to address factors both influential and crucial in analysing employee relation practices and employee performance. So this will help in showing ways on how to solve those problems by investigating and engaged in further researches on the subject matter.*

**Key words,** *Employee Relation, Employee Relation practice, Employee Performance, performance, Organizational performance*

# CHAPTER ONE

## Introduction

The main purpose of this research thesis is to assess the effect of employee relation practices on employee performance in the case of Yeka sub-city administration in Addis Ababa. This chapter includes a background of the study; statement of the problem; research questions; objectives of the study; scope and limitation of the study, the significance of the study, and organization of the study.

### 1.1. Background of the Study

The concept of employee relation for an organization is a crucial point in an organization. Employee relations are concerned with managing and maintaining the employment relationship, taking into account the implications of the notion of the psychological contract (Armstrong, 2014:406) this includes the relation employer and employee have and the mechanisms on how to manage this process. Besides those relations between the two, relation among employees is a crucial factor in organizational performances and performances of the employee as well.

The relation between employees may encounter many problems in an organization if they fail to perform by considering major job factors. Performance in any circumstance defines employee ability in accomplishing the given task. Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstract in to action. (BRUMBACH 1988:387)

Employees' performance in an organization can be measured by the relations among employees and the results they achieve in doing it. There are many behavioural factors that can determine the relation between employees. Those factors are major determinants for creating a smooth workingcondition in an organization.

The role of the employer in sustaining employee relations is crucial. Employee relations basically are about how management and employees live together and what can be done to make

Those work (Armstrong, 2014:406). Organizations play an important role in creating a smooth relationship among their workers, this in turn help them to upgrade their performance and productivity.

Most work place conflicts may matter the performances of the employee and has effect on the relations between the employees. To solve such kind of problems and conflicts in work place the management of the organization should set measures that help to balance and create the relations of employees and a good performance measurement mechanism

The research thesis is focused on Yeka sub-city administration. Yeka sub-city administration is one of the ten sub-cities formed under the proclamation of the Addis Ababa city administration. It's classified as a service giving organization or for non-profit organization. There are about 1,500 employees, 100 temporary employees and the rest 1,400 are permanent employees, and 37 sector offices or work divisions under the sub-city. Managers or heads of the 37 sector offices are responsible to the chief executive of the sub-city and there are supervisors or team leaders who are responsible for coordinating work management of their departments.

When we see the reality in the case of yeka sub-city administration, employee relations with their colleagues, their supervisors and the head management is not as such good and exemplary. So many reasons and factors can be mentioned, the management and employee have no specific time and schedule for meetings to discuss their problems, there are no enough performance evaluation and acknowledging workers mechanisms, and there are no gatherings at all with the employees, the supervisors and the management as a whole.

The character of the research will be systemic In order to construct a purposeful and fully documented data and result. And the research thesis will follow all the appropriate methods and techniques.

In order to realize the above mentioned factors there should be a clear mechanism and working procedures to narrowing the gaps between the relations between employees among themselves, their supervisors and the management. The relations on work places among workers are highly related to performance. Therefore, organizations must work on such issues to enhance the organizational success and for creating smooth service giving activities.

## 1.2. Problem statement

Though there are some researches made on employee relations and performances, they basically focuses on the relations between the employer and the employee on knowledge sharing and employee relations on organizational performance mostly on business organizations and the industry. R KARIMI, 2011 in his research on employee job satisfaction and employee performance, the finding showed that there is a negative relationship between employee job satisfaction and their performances because of lack of smooth relationship between employees. Also ZTEFERA, 2017 in a research title on employee job satisfaction and performance, the finding state that there is a communication between employee performances and the overall job satisfaction in their organization. Both researches focus on overall employee job satisfaction and its effect on performance. There is a gap on these researches in showing what is the relation among employees look like and what factors affect employee performance, what roles do employers and the management have in sustaining employee job performances and what mechanisms should be done in order to enhance relations between employees, their managers and to advance organizational performance and enhance employee relation practices. Also a study by Jacqueline Mokeira Omuya about the influence of Employee relations on Employee performance concludes employee relations have strong positive impact on the performance of employees in an organization. Also the study address there is a negative relationship between unions and the management on the organization, with the findings of this study the researcher try to address what are the basic issues related with employee relations and employee performance and the relation between unions and the management at yeka sub-city will be assessed.

Though there are researches made on this issue before, this research thesis will contribute in exploring and analysing the subject matter in the case of a public organization and major contributors in enhancing employee performance by strengthen employee relation practices. This research thesis will focus on determining the gaps between the relation between employees, employee relation practices and how their interaction affects their performances, and try to allocate some possible solutions for the betterment of employee relation and enhancing their performances.

In the case of Y.S.C.A, the research thesis intends to identify practical gaps concerning employee



relation practices and performance. There is a gap between employee and the management in meeting and discuss their problems, this results on employees grievances and dissatisfaction with their job environment. Another gap is there is a negative relationship between employees in their groups and with other job departments. This affects employee performance and work motives in their work environment and affects the relationship they have with other job departments. There is no constant means of practicing and acknowledging employee's performances, this result in differences among employees and affect their relationship and performance as well.

So ,this research thesis will contribute on narrowing those gaps by finding solutions for problems raised and try to focus on how to maximizing employee job satisfaction and performances and creating smooth relationship between employees .

### **1.3. Objective Of The study and Research Questions**

#### **1.3.1. General Objective of the Study**

The research thesis's main objective is to explore effects on employee relation practices and its role on enhancing employee performance and organizational performance.

#### **1.3.2. Specific Objectives**

- To identify factors that affect employee relationship practices at yeka sub-city administration
- To assess performance measuring systems of Yeka sub-city and their effect on employee levelof performance
- To assess factors that affect employee performance at yeka sub –city administration

## **1.4. Research Questions**

- ✓ The research thesis try to address major issues related with the relations among employee and itseffect on their performance by asking some major points:
- ✓ What are the factors affecting employee relationship practices at yeka sub-city administration?
- ✓ To what extent performance measuring systems of Yeka sub-city affect employee level ofperformance?
- ✓ What are the factors affecting employee performance at yeka sub-city administration?

## **1.5. Significance of the Study**

This research thesis is significant in showing the relation between employees in a public organization and its outcome in order to provide a smooth service giving system and ensuring the organization's success.

In terms of literature the research thesis becomes helpful in showing different literatures written on the subject matter and on how to develop and aware the idea by referring articles and related literatures. Another significance of the study is to show real practices on the issue in Yeka sub-city administration, and how is the issue handled on ground. Also the research thesis will try to identify major problems related with employee performance, motivation, work behaviours and the relationship between employees in the organization. Therefore the research thesis will be significant in finding solutions for the above mentioned issues and other related factors.

The research thesis also is significant in providing major findings and concepts for future researches on the subject matter. There are no previous researches made before on public organizations on the issue as far as the knowledge of the researcher concerned, so this research thesis will become a ground for other researches to be made on public organizations, the research thesis will basically focus on relations among employee and to somehow their performance is affected by their relations. This also becomes significant for other researches to develop the concept and issue by articulating further experiments and findings.

## **1.6. Scope /Delimitation of the Study**

The research thesis scope is limited to the organization and its employees. In terms of geographical site or boundary, the study will be focused in A.A, Ethiopia and specifically in Y.S.C.A. The variables used for the research, area of focus and case analysis will be covered only in the organization and the study findings and results also will be presented only for the organization.

Conceptually, the research thesis will raise basic concepts related to employee relations elements as employees, employer and organizational entities or basically the management will be briefly described and their effect on the relationship between employees and the work environment be analysed. Also the concept of organizational performance and the factors that affect in order to Create a smooth relationship between employee and employer becomes analysed. Beyond these major concepts and issues, factors and variables related directly or indirectly with the subject matter on Yeka sub-city have been covered.

Methodologically, the research thesis will use a Quantitative research approach, inferential survey research design and will use a random sampling technique. Sources of data of the research thesis will become both primary and secondary sources of data related with the issue and the organization.

## **1.7. Limitation of the Study**

The research thesis will have some limitations during the research data gathering techniques and methods. One limitation can be, respondents might not give back the prepared questionnaires on the needed time and this may affect the completion date of the study. All given questionnaires to respondents might not be filled in a complete manner so that it may have a problem in analysing and concluding them. Also, there might have been a problem on using research methods in a consistent manner and this will result in some imperfections on the results of the study.

## **1.8. Organization of the Study**

The successfulness of an organization is defined by the activities and job performances of employee. When employees become effective for their defined job descriptions, their role in increasing the organization's reputation also increase.

This however is determined by the relations each have and the readiness in achieving the common goals for their organization. This research thesis try to discuss issues related with employee performance, the relation between employees and its effect on performance and factors that affect those conditions on Yeka sub-city administration.

The research thesis is composed of five chapters. The first chapter is the introduction part including background of the study, problem statement, objective of the study, research questions study significance, scope, limitation and organization of the study.

The second chapter deals with the literature review of the thesis, theoretical literatures, the empirical literature and conceptual framework.

The third chapter is about methodology which states background of the study area or organization, research design, data type, population, sampling techniques, sample selection, data collection methods and analysis and ethics.

In the fourth chapter of the thesis the data analysis and discussion will be covered. Those include demographic characteristics, table representation and different tests and qualitative analysis.

The final and fifth chapter is the conclusion and recommendation part that deals with the major findings of the study and recommending some measures that should be considered based on the results.

# CHAPTER TWO

## 2. LITERATURE REVIEW

### Introduction

This chapter deals with basic concepts and different point of views about the research thesis subject matter. Basically three major concepts and issues will be reviewed. Theoretical literature which is about basic concepts and definition of terms related with employee relations, performance, individual performance and organizational performance and related concepts and some theories and perspectives about the issue are covered. Empirical literature, which is about referring the literatures and studies done by other researchers about the issue raised and the findings in those issues in relation with its role for the study be referred. Finally conceptual frame work of the literature try to explain major relations that exist between the major variables or issues that is between employee relations and organizational performance and on how those relations affect the reactions and activities operated among them.

### 2.1 Theoretical Literature Review

#### Basic concepts and definitions

##### 2.1.1 Employee Relations

The concept of employee relations along with organizational performance is an essential concept in most organizations. Most authors try to relate the concept of employee relations with industrial relations. Though some authors pin point employee relations by defining different features of the concept. While others try to use the term industrial relation in order to use the concept of employment relations.

Blyton and Turnbull (1994: 7–9) define employee relation by stating the difference it have with industrial relation in that employee relation is a concept that encompass the now-dominant service sector, which in many developed countries now employs more than 70 per cent of the workforce, and the changes in the composition of the labour force such as more women are working and more part- time, temporary and fixed-term contracts. Also employee relation is a process or relations that include non-union as well as union scenarios and

relationships. While, Industrial relations deal with trade unions, collective bargaining and industrial action. Industrial relations had too strong a tendency to view the world of work as synonymous with the heavy extractive and manufacturing sectors of employment, sectors that were dominated by male manual workers working full-time and that are now in decline in nearly all developed economies.

Marchington and Wilkinson (1996) states employee relation is part of personnel and development concerned with the regulation of relations (collective and individual) between employer and employee.

Armstrong (2014, 403) defines employee relations are concerned with managing the employment relationship and the psychological contract. They consist of the approaches and methods adopted by employers to deal with employees either collectively through their trade unions or individually. This includes providing employees with a voice and developing communications between them and management. Employee relations cover a wider spectrum of the employment relationship than industrial relations, which are essentially about what goes on between management and trade union representatives and officials, involving collective agreements, collective bargaining and disputes resolution. This wider definition recognizes the move away from collectivism towards individualism in the ways in which employees relate to their employers.

Both definitions indicate that the concept of employee relations explains today's employee-employer scenario and it is a more descriptive issue to be considered.

### **2.2.1. Benefits of a Good Employee Relationship practice**

It is very obvious that good employee relationship is the basics for creating a successful and productive manpower and a harmonious working environment and organizational culture. The more the relation between employee and employer becomes positive the more employees' motivation and working performance become higher.

Employee relations can be challenging in most work places, healthy relationships among workers are beneficial not only to the individuals but also to the entire organization. The role of managers is crucial in this case. Managers who have a good working relationship with their

Employees help to establish a culture that encourages great employee relations. Major mechanisms to establish and strengthen the employer employee relationship are, measuring employee satisfaction, identifying and resolving workplace issues and providing input and support to the performance management system of the organization.

Some benefits of good employee relations:

**Growth and development:** a harmonious relationship between employees and employers will contribute to economic growth and development. This then leads to an increase in efficiency

. Greater efficiency in turn leads to higher productivity and growth. When employees have a positive relationship with their managers, they will work more efficiently and they will put their best efforts. Organizations that have harmonious relationships will be able to ensure continuity for production and good service giving.

**Reduction in turnover:** employee relations are the backbone of any business and work management interactions. Poor employee relations will affect productivity and result in high employee turnover. It is only when employees feel valued that they will use their skills and experience to the fullest to contribute to the growth of the company. Organizations that have good employee relations provide higher wages and other attractive benefits making in the best interest of the employee to stay.

**Conflict reduction:** workplace issues and conflicts are common and inevitable in any organization. Conflicts at the workplace will have an adverse impact on the productivity of a company and are likely to contribute to an environment of distrust between employees and the management. Investigating, mediating and resolving employee complaints will help create a good work environment which will reduce conflict in the workplace. Employee turnover also becomes less when there is less conflict in the workplace. The work environment becomes stable and happy which improves the overall work culture.

**Employee loyalty:** a pleasant and productive work environment will have an effect on the loyalty of the employee, encouraging a loyal workforce. Great employee relations are the key to success for any company. Employee relations are important as the success of an organization is highly dependent on the engagement and productivity of the workforce. (Jason Greer, 2019, the

influencive.com)

### **2.2.2. Factors affecting employee relation practices**

Employee relations are affected by a number of factors, all of which affect the strategic balance between labour and management. There are some key factors that influence employee relations:

**Unions:** unions and union organizing significantly affect employee relations. Unions are described as agents or representatives for employees in order to bargain and negotiate major issues and terms of a company on behalf of them. Unions can be a source of employee empowerment, as union employees may feel as though they share a common goal. Also unions provide arbitration of labour disputes and grievance procedures.

**Communication:** communication is key factor influencing employee relations. Employees who think their complains and grievances are heard and find a solution for their problems will have high moral. Communication in workplace involves keeping employees informed of performance expectations and keep updating them in any changes in organization policy or procedure that may affect them. Open communications such as in monthly meetings or through weekly memos, assist in alerting management to workplace problems before these problems begin to affect morale.

**Company culture:** companies or corporations have their own culture. Company culture basically is about how employees are treated. For example, a company culture that emphasizes punishment over reward usually creates an environment of fear and low morale. However, a company culture that embraces employees' unique attributes and emphasizes reward tends to improve relations between management and labour.

**Wages:** wages are significant factor influencing employee relations. When a company provides employees with industry-standard wages or wages that are above industry standards, employee relations typically run more smoothly. Benefits and bonuses also affect employee relations as they tend to make employees feel valued and accepted. Andrine Redsteer, small business.chron.com



Theories and perspectives on employee relations Control, power and authority in the employment relationship the socio-political dimension of the employment relationship was briefly introduced. This aspect is concerned with control, power and authority in the collective employment relationship and represents the predominant concern for employee relations analysis and study. On a theoretical level, there are a number of competing perspectives or conceptualizations of the relationship between capital (employers) and labour (employees) which can inform and underpin particular approaches to the management of people.

**Table 2.1 Perspectives on the employment relationship**

	Ideology	Power	Conflict	Processes	Trade unions
Unitary	Organizations are viewed as unified entities All parties have common objectives	Primacy of managerial prerogative management is a single source of authority employment relationship is essentially consensual reflecting common interests	Conflict is unnatural/irrational Where conflict exists, it is the result of trouble makers or agitators, misunderstanding or miscommunication	Unilateral decision making by management Employer actions and legal initiatives to contain or suppress conflict are legitimate	Trade unions are viewed as either unnecessary or illegitimate Management must have the freedom to operate in accordance with the dictates of the market
pluralist	An organization Comprises a Coalition of different sectional interests and groups Parties have both shared and diverse Interests and objectives	Management leads but its authority can be legitimately contested and questioned  Power relations are fluid and the relative dominance of parties can change over time	Conflict is inherent, unavoidable and, within limits, legitimate  and healthy 'industrial action' is a legitimate Expression of conflict	Range of processes needed to maintain dynamic equilibrium'  Conflict of interests should be constrained and resolved through rules, negotiation and collective bargaining	Trade Unions and other Collective bodies are legitimate representatives Of separate interests
Radical /Marx	Relationship between capital and labour based on class conflict – 'them' and us	Fundamental imbalance of power lies with owner of means of production (employers) reflecting an exploitative relationship	Disputes may be Settled but underlying conflict remains until the structure of society changes	Employee relations processes do not fundamentally alter the status quo	True workplace Democracy impossible without worker control of means of production

(Table 1.1 provides details of three key theoretical standpoints) These perspectives are useful in considering the underlying assumptions that inform particular managerial practices, as well as fundamental questions around the nature of the employment relationship (Budd and B have, 2008).

### **2.2.3. HRM and Employment Relations**

In addition to representing perspectives on the employment relationship, unitarism and pluralism can also be understood as ‘ideal types’ (Fox, 1974) associated with particular managerial ideology and representing a set of assumptions that can underpin HRM practices. For example, the unitary view is reflected in an authoritarian and autocratic management ‘style’ where managerial prerogative in decision-making is maintained through strict control and discipline (reflecting hard HRM) and hostility towards unions (‘suppression’). Alternatively, unitary can underpin more paternalist approaches to management, where employees are encouraged to think of the organization as akin to a ‘family’ or ‘team’ where the employer will take care of the workforce and make decisions that reflect the common interests of all Organizational members (‘soft HRM’). Under this approach, managers ‘substitute’ for unions by concerning themselves with employee welfare and removing the need for union presence. ‘Best practice’ models of HRM that have emerged since the 1980s are often referred to a neo-unitary, reflecting the adoption of cooperative employee relations in pursuit of organizational goals. Pluralism underpins management styles that accept or are forced to accept the presence of conflicting interest groups within the firm and the Legitimacy of trade unions to represent workers’ interests. To develop this distinction, Purcell and Sisson (1983) suggest a typology of five ‘management styles’ based on the degree to which unitary and pluralism

Are emphasized notably, sophisticated human relations firms display the neo-unitary, individualism and Union substitution associated with high commitment approaches to HRM. A pluralist approach to people management based upon a combination of individualism and collectivism is present in consultative sophisticated moderns, reflecting a co-operative partnership between Management and trade unions. On this basis, ‘high-commitment’ HRM practices and trade unions are not necessarily mutually exclusive and, in some circumstances, union presence can contribute to the achievement of the goals of HRM, such as employee commitment, flexibility and quality. Nonetheless, HRM practices often tend to represent, either implicitly or explicitly, a strategy of union substitution or are used to disguise anti-union sentiment among management.

## 2.2.4. A Typology of Management Style

- **Traditional**

Authoritarian unitary: Workers are excluded from decision-making, and power is concentrated

In the hands of management while a policy of union suppression or avoidance is adopted. Workers are treated as factors of production and a cost-minimization approach is taken to the management of labour.

### **Sophisticated human Relations**

Paternalist unitary: Workers are regarded as organizational assets and management seeks to maximize employee identification with the aims of the company. Sophisticated HRM policies are believed to remove any need or justification for opposition by workers and, therefore, trade union recognition is unlikely.

- Sophisticated moderns

Pluralism: Workers, normally via unions, are seen as legitimately involved in specific areas of decision-making. There are two types of sophisticated moderns:

- Constitutional

The emphasis is on formal agreements to regulate relationships, particularly the adoption of a legalistic approach to establish clearly the demarcation between areas of ‘power sharing’ and managerial prerogative.

- Consultative

Reflects a less formal, more flexible approach to employee relations where union participation in decision-making is encouraged through recognition, problem-solving mechanisms and two-way communication.

Standard moderns

Management’s approach to employee relations swings between unitary and pluralism,

Contingent or opportunistic management where the adopted approach reflects the prevailing employee relations climate. When union power is perceived as low, management makes decisions, when power is high, a negotiating or consulting approach may be adopted. This can be characteristic of large companies where responsibility for employee relations is devolved to subsidiaries resulting in a lack of standardization the interaction between HRM and employee relations is also explored in Guest and Conway's (1999) framework for analysing the relationship between, on the one hand, unitary, individualized HRM practices and, on the other, employee relations, denoting pluralism and trade union recognition. Firms placing emphasis on both employee relations and HRM are characterized as partnerships combining individual and collective mechanisms for the management of employees. Such an approach is common in the public sector and a few high-profile large private sector firms. Traditional pluralist firms emphasize negotiation, consultation and information-sharing across a wide range of issues solely via recognized trade union representatives. Firms that prioritize the individual management of labour and 'soft HRM' are referred to as individualist. Finally, Guest and Conway identify firms that have neither mechanism for the collective management of labour nor sophisticated HRM practices, referring to these organizations as black hole, characterized by an absence of formal People management practices.

### **2.2.5. Approaches to Employee Relations**

There are four approaches to employee relation: Armstrong (2014, 440)

- 1. Adversarial:** the organization decides what it wants to do, and employees are expected to fit in. Employees only exercise power by refusing to cooperate.
- 2. Traditional:** a reasonably good day-to-day working relationship but management proposes and the workforce reacts through its elected representatives, if there are any; if not, employees just accept the situation or walk.
- 3. Partnership:** the organization involves employees in the drawing up and execution of organization policies, but retains the right to manage.
- 4. Power sharing:** employees are involved in both day-to-day and strategic decision-making

## **2.2.6. Employee Performance**

Performance of the employee is considered as what an employee does and what he does not do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. (Yang, 2008).

Also Armstrong (2006) define employee performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Thus, employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Employee performance should be carefully noted at all levels of the organization. Since no matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Thus, understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. (Llopis 2012)

Employee performance suggests employee productivity and efficiency as a result of employee growth (Khan & Jabbar, 2013). Sinha (2001) defined employee performance as depending on the willingness and the openness of the employee to do the job. Employee performance in the organization is very important to determine company's success and profitability. According to Chien (2015), a successful organization requires employees who are willing to do more than their usual job scope and contribute performance that exceed goal's expectations. Employees' performance is imperative for performance to yield organizational effectiveness in an increasingly competitive environment (Aryee et al., 2014).

According to Tavakolia (2010), employees' performance will drop due to downsizing innovations and mergers in the organization, as well as changing of the location, time, quality and quantity of the task and responsibilities.

## **2.2.7. Factors affecting employee performance**

### **1. Job satisfaction**

Job satisfaction is the extent to which an employee feels self-motivated, content and satisfied

with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets expectations of the individual.

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at work place. If an employee feels happy with their company and work, they look to give back to the company with all their efforts. Job satisfaction from an employee perspective is to earn a good salary, have job stability, have a steady career growth, get rewards and recognition and constantly have new opportunities.

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition and helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow. MBA Skool Team, 2020

## **2. Training and Development**

Training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and/or developing knowledge, skills and abilities (KSA) in order to achieve and/or improve the employees' performance in the current job and prepare them for an intended job.

Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Since a company is the sum total of what employees achieve individually, organizations should do everything in their power to ensure that employees perform at their peak. Ana Paula Ferreira, 2016 Employee Engagement

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is not the same as employee satisfaction. Employee satisfaction only indicates how happy or content employees are. It does not address their level of motivation, involvement, or emotional commitment.

Employee engagement drives performance. Engaged employees look at the whole of the

company and understand their purpose, where and how they fit in. this leads to better decision – making. Organizations with an engaged workforce outperform their competition. They have high earnings per share (EPS) and recover more quickly after recessions and financial setbacks.

A company that has an effective employee engagement strategy and a highly engaged workforce is more likely to retain top performers as well as attract new talent. Successful organizations are value-driven with employee-centric cultures. Custom insight, 2021 Goals and Expectations

A goal is an object of a person’s ambition or effort, an aim or a desired result. While expectation is a strong belief that something will happen or be the case in the future. Employees’ expectations at workplaces may matter the most in their performances. Expectations are related to goals because when they managed correctly, they are process related. We should expect hard work, focus, attention, energy, attitude and preparation. Tyler Pazik, 2019

### **Tools and equipment**

Employee workplace satisfaction basically is concerned also with using and having the proper working materials for their jobs. Having the right tools at work should be a standard nowadays, but many companies and workplaces are failed to do it. Organizations or employers want to make their workers as comfortable as possible. When people are happy, they will have more energy to invest in work-related matters.

There is a profound emotional effect when an employee wants to make the work experience more pleasant. People are much more likely to sacrifice their time and effort for an employer who cares for them. Terrance Palmer, 2019

### **Morale and Company Culture**

People naturally resist change of any kind, especially when that change affects the way they work. As a result of this resistance to change, any organizational culture change is likely to negatively affect employee morale. Employees will complain and resist the change, asking why it is necessary. Organizations must anticipate workers reaction when they are asking why the organization’s culture is changed.

Decreased company morale is not always easy to identify. Complaints and grumblings are the



most common symptoms of reduced morale. Calling in sick, arriving in late for work and leaving early are other indicators for a decreased moral in a company. Mistakes and poor treatment of customers are two other signs that company morale is declining.

When organizations change their company culture they have to articulate their company's philosophy. Most employees go through four stages when reacting to change. They are denial, anger, inquiry and acceptance. To be successful implementing a culture change, a company must allow for its employees to go through these stages. Kermit Burley, 2020

### **2.2.8. Organizational performance**

Organization performance is a function of employee performance. Organization effectiveness depends on constantly improving the performance of organizational members and developing and maintaining the human potential that serves as the backbone of the organization.

Kerning and Jaeger, (1990). Organization performance refers to how well an organization is performing. Good performance is an indicator of success and development of all organizations. Today best practices evaluate organizational performance in terms of financial results, Products innovations, customer loyalty and people performance helps ensure organizational goals are being achieved. Armstrong (1987).

### **2.2.9. Factors affecting organizational performance**

- 1. Structure of an organization:** structure of an organization can hinder or advance execution. Depending on how viable the supervisory connections and work process impact profitability. These characterize the departmental structure and the report hierarchy.
- 2. Leaders:** help themselves as well as other people to do things correctly. They set course, fabricate a motivating vision and make something new. They know to map out how to go about winning as a group or an association and it is their dynamic, energizing and motivating characteristics that make the organization remarkable.
- 3. The environment of the organization:** this factor centres on whether representatives have vital and satisfactory tools, supplies and strong environmental conditions to do their function

admirably. It likewise analyses whether the association has the upkeep frameworks set up to help a well-working environment. Key parts to consider include: hardware instruments, consumable supplies, and miscellaneous.

- Conventions/strategy manuals, work helps and documentation,
- physical workplace (furniture, work space, water, light and ventilation)
- Safety at the workplace.

**4. Skills of an individual:** this factor includes an assurance of whether workers have the fundamental learning skills and knowledge to carry out the responsibility. It tends to the principal question; do representatives and teams realize how to carry out their responsibilities effectively? Do workers/ groups have fundamental training for proficiency, clinical and proficient learning skills, social and communication abilities, critical thinking, basic reasoning, collaboration or do they increase productivity at work, etc. Davood Askarany, 2011

## **2.3. Theories and views on organization and performance**

### **2.3.1. The classical organization theory**

The studies made by the classical scholars of organization concentrated their devotion upon the laying down of the Organizational ideologies and upon the official features of the organization. The organization scholar mostly examines into the

Philosophies and recommends the clarifications to be taken into concern by the heads such as the instructions confirming an Effective management. Through the classical scholar of organization we can see very few experiments and administrative observation for trying the viability of the philosophies and propositions projected (Ivanko, 2012).

Theories of Management can be classified as Theories of Classical Management, Theories of Humanistic Management, Theories of Situational Management and Theories of Modern Management, etc. Among all kinds of Management Theories, Classical Management Theories are very significant as they deliver the source for all other concepts of management. (Mahmoud et al, 2012).

The classical theory is distributed into three modules: Scientific Management, Administrative Management and Bureaucratic management (Sofi, 2013). Frederick Taylor, Henri Fayol and Max Weber created the structure and the improvement frame of Classical Organization Theories (Yang et al., 2013). The scientific management approach developed by Taylor is based on the concept of planning of work to achieve efficiency, standardization, specialization and simplification. Taylor was the first person who attempted to study human behaviour at work using a systematic approach. Max Weber considered the organization as a segment of broader society. He looked at the structure of the organization and the control of member behaviour. The elements of administrative structure by Fayol relate to the accomplishment of tasks, and include principles of management, the concept of line and staff; committee's and functions of management (Irefin&Bwala, 2012).

### **2.3.2. Taylor's Four Principles of Scientific Management**

Taylor observes management as the procedure of getting things done by the effort of the people working independently or insets. Taylor's core idea is that affluence to the society can come simply from the cooperative effort of the management and worker in the use of scientific methods. He emphasized for mental revolution on both the part of management and labor side,

Thus that they may work together in the essence of work coordination with a vision to cultivating their particular lots achieving high pays for labour and better output at little expenses for management. Taylor perceives that management is ignoring its tasks, and force the liability of systems and production on labour. He asserts that management should commit to do the planning of work, defining methods, organizing, directing and the like for which it is finest fit (Sapru, 2008). Taylor explains on his theories of management in 1911, while he circulated "The Principles of Scientific Management". Taylor stated scientific management comprised of four fundamental principles in the "The Principles of Scientific Management" (1911) as:

- 1) Replace the old rule-of-thumb method through the development of a science for every component of a man's work.
- 2) Select, train, show and improve the workman through scientific method.

- 3) Collaboration with men wholeheartedly so as to complete the assignment scientifically.
- 4) Equally divide the work and the responsibility concerning the management and the worker. The management gets all Determination for which they are fine fitted than the workmen.

In review, Taylor presented an in adequate attention to organizations. He was considered merely at organizing effort at the bottom Level of the organization that is suitable to the management work of a manager (Robbins & Mathew, 1990). Scientific Management transformed business. Because, it describes how to raise production by functioning smoother, not tougher. Up until that time, growing output intended more employees, more raw materials, more hours, and more expenses. Scientific Management practices simple sense to express how division of labour, standardization, and productivity, emphasized an image of effectiveness that booms currently (Adeyemiet. al, ND). Therefore, Scientific Management, in general has taken a significant and extensive influence on the business exercise and on the theoretical concepts of organizations. Yet, it still works as a guide for methodological dealings, not simply in the industrial sector, but in the service sector as well.

### **2.3.3. Relationship between employees and organizational performance**

Employee relationship is the major factor determining the performance of employees. Good relationship with employees can be created through motivating employees, effective communication, good working conditions and effective communication. Deming, (1997) as he cited workforce as a major contributor to higher productivity levels. A basic obligation of employee is adequate performance. How well an employee fulfils his or her obligation depends on the degree to which the management and the employees on what defines satisfactory performance The values, beliefs and behaviour of the enterprises employees are held to occupy strategic role in corporate success. All organization which aims at high performance need to have a policy agenda to create relationship with their or working people, which support their business objectives what this therefore calls for is to have an employee management relation.

Also Douglas McGregor (1966) said staff contributed more to the organization if they were treated as responsible and valued employees. George Elton mayo (1927) also stated that the need

for recognition, security and sense of belonging was more important in determining workers morale and productivity than the physical conditions under which they work. Because of the above mentioned concepts and facts, employee relations is very crucial and the basics of all smooth communications that will happen in the organization among employees themselves and the organization. In order to create a sustainable working environment and a more customer focused system, organizations should highly consider their system which they use to manage their employees and on the ways they evaluate and acknowledge performances of their workers.

#### **2.4. Empirical literature review**

A study made by (James Mark Ngari, 2013) on the Influence of Employee Relations on Organization Performance of Private Universities in Kenya states that the institutions involved their staff in decision making, have a formal grievance procedure and a formal disciplinary procedure. This will minimise problems that will happen among workers and the management and will help for positive relationship among workers and the organization. The study also concludes that supervisors involved other staff in the coming up with recruitment policy. This will help in creating transparency and accountability on the major activities of the organization and will minimize workers complains on how things are activated. The study also indicated that the independent variables had a positive and significant influence on organizational performance of the private universities in Nairobi County.

According to the study in order to have a positive relationship between employees and employers, organization working mechanisms and performance appraisal systems have to be fair and clear to employees to know them, with this smooth employee- employer relationship can happen and contribute a positive influence on organizational performance. (CHEGE JOSPHAT KARANJA, 2011) on EMPLOYEE RELATIONSHIPS AND ORGANIZATIONAL PERFORMANCE argued that there is a strong positive relationship between employees and organizational performance. Workers motivation and productivity is the result of good employee relationship and it has a great role for a positive organizational performance. Further, it strengthens the relations employees have with their subordinates and will contribute for a successful organizational culture.

The study findings revealed that poor performance is as a result of poor working condition, lack of motivation, ineffective communication and lack of employee participation. The absence of smooth communication between employee and employer will result in an overall dissatisfaction on an organization and between employees themselves. This in turn result fer an organization to lose its productivity, employees' job dissatisfaction and further may result on high turnover of employees.

Finally the study concludes, Employee relation has a big impact on the organization performance if relationship is poor organization performance will be negatively affected. This show in order to increase smooth service giving and to enhance productivity, there should be a Positive relationship between employers and employees. Employee performance is highly related with motivation and job satisfaction. If there is a system that address employee issues with the proper mechanisms including performance measuring levels, there will be a sustainable organizational culture and performance.

Another study by (Thomas KatuaNgui, 2016) about RELATIONSHIP BETWEEN EMPLOYEE RELATIONS STRATEGIES AND PERFORMANCE OF COMMERCIAL BANKS IN

KENYA states that employee relations strategies affect the performance of commercial banks to a great extent the relations employee has a great influence and significant for the employees. This tells us that if we want to achieve a higher individual as well organizational performance, our strategy or view towards employee relations need to be highly considered and organizations should give a big emphasis on how to strengthen the relations among their employees and the management. This in turn will result on an efficient level of employee performance as well organizational performance.

The study found out that if employee relations were positive, the employees were found to commit themselves to achieve the goals of the bank which in turn led to an improved performance. In this case involvement, appreciation and recognition of employees and employees' tasks fulfilment stimulate them towards working with more energy and dedication to the organization. In every activity that is happening in the organization, employees must be involved and participate to create a common sense among themselves and transparency. There should be a proper recognition and acknowledgment method in which all employees know about

how it is developed and whether the systems fulfil the required procedures for the recognition. Employees become motivated and become more positive towards other colleagues who will be recognized through this kind of recognition method and it can reduce complains and grievance rose related to such issues. Employees will perform their tasks in a motivated and becoming more competent manner if they fell that they are assigned to the right work mandate with all the relevant reward, recognition and evaluation for doing their jobs.

The results of this study also include that there is a positive effect of quality of communication between managers and staff and between employees among themselves and through unions on performance. When there is a smooth relationship and communication that include clear and fair work description for employees, a clear work management and instructions on how to perform the given tasks, ways in identifying who is perform well the given task and make the right and fair recognition method and becoming able in solving complains and grievances of employees ontime are major issues that need to be considered and that matters the most in creating a smooth and successful employee relations and the organization.

Over all the employee relation strategy organizations implement have a greater role and influence for employees performance as well on organizational performance.

A study by (Dr. JanesO.Samwel, 2018) on effect of employee relations on employee performance and organizational performance study of small organizations sates maintaining harmonious relations is very important for the survival, prosperity and growth of the organization also good and healthy employee relations leads to better organizational performance. . Organizations should underlie the concept of employee relations for their overall growth and to create a good performed employee for their organization. The study found that there is a positive significant relationship between employee relations and employee performance as well as between employee relations and organizational performance. The concepts of employee relation, employee performance and organizational performance both are very interrelated and essentials for a sustainable and continuous organizational success and for building strong organizational culture. The study also implicated that the use of unfair labour practices is a major cause of poor employee relations in organizations. Any organization has to clearly consider the practice of using fair labour practices for smooth employee relations and an improved employee

performance.

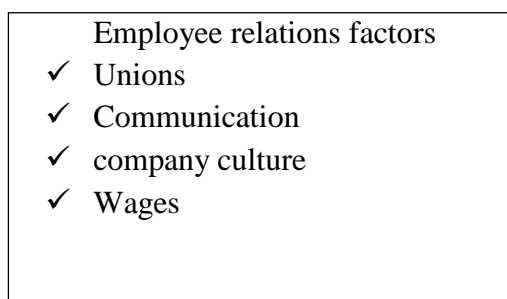
Also a study by (A.H. Sequeira, Apoorva.Dhriti, 2015) on Employee Relations and its impact on Employee Performance: A case study implicate that the relation between employees and the organization varies from company to company depending upon the values of management. Employees get satisfied with the organization if they are recognized by the manager in terms of respect; achievements etc. employee relationship also includes providing opportunities for employee participation in management decisions, communications, and creating policies to enhance collaboration and conflict resolution as well as dispute minimization.

## 2.5. Conceptual framework

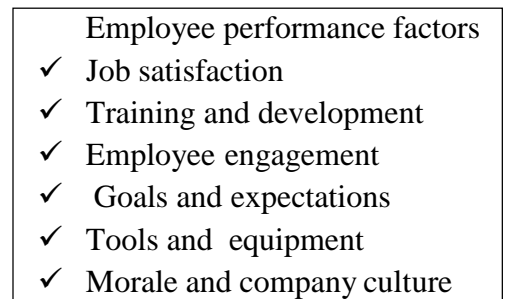
The conceptual framework provides a foundation for focusing on specific variables for the study. These variables will basically focus on employee relation practices and its role on employee performance and organizational performance. The conceptual framework of the study will tries to show the relationship between employee relations and employee performance.

The variables under factors according to the literature review affect employee performance. Job satisfaction, training and development, employee engagement, goals and expectations, tools and equipment and morale and company culture are related directly to employee relations and to the greater effectiveness and productivity of employees. This variable contributes either positively or negatively to employee relations.

### Independent Variables



### Dependent variables



**Figure1. Conceptual Framework**

Source (developed by the researcher from literature review)



## **2.6. Research Gap**

A number of studies have been carried out on the analysis of the effect of employee relation practices on employee performance and organizational performance. However most of the researches are based on manufacturing companies and industries also on universities especially in the case of our country. With This and other factors the research will be helpful in providing such ideas in the case of public service organizations.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

This chapter described the methods that are used for the making of the study to be used by the researcher to carry out the study. It includes the description of the study area, research approach, research design, and target population, sample size, data type and sources, data analysis and presentation and ethical considerations.

#### **3.1. Description of the study Area/Organization**

The study area of this research is Yeka sub-city administration in Addis Ababa and it is one of the 10 sub-cities found in Addis Ababa and formed under the proclamation of the Addis Ababa city administration and it is referred as a service giving organization. The study has involved selected employees of the organization, and all are permanent employees. Among 1,500 workers of the organization, those who are selected for this research purpose were included in the study.

#### **3.2. Research Approach**

The study used a Quantitative approach to data gathering, because face to face interactions, observations and interviews and questionnaires were included in the research, the researcher used the Quantitative data.

#### **3.3. Data Type and source**

The study used and applied two data types and resources including the primary and secondary data sources in order to address the study in an organized and proper manner.

##### **Primary data**

Primary data is original and collected for the first time by the researcher. It is gathered through questionnaire and observation. By using primary data as the method, we collect data during doing experiment in experimental research (Kothari 2004). In this study data has been gathered through questionnaire and interviews. The reason for using primary data as a method of data

collection is simply involves interviews and questionnaire which enable the researcher to gather information which could not be easily obtained.

### **Secondary data**

Secondary data are those data that are already available and collected from secondary sources of data such as journals, books, newspapers, websites, publications and other documents available in libraries including research reports from distinguished academicians (Kothari 2004).

Secondary data was also applied by going through various documents like books, journals, articles and websites which are relevant to the theme of the study for the purpose of gathering information.

### **3.4. Research design**

(Saunders et al. 2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. The study used an inferential survey research design to assess the relationship between the roles of employee relation practices on employee performance. An inferential survey research design helps to suggest explanations for a situation or phenomenon. It allows for the researcher to draw conclusions based on extrapolations, and is in that way fundamentally different from descriptive statistics that merely summarize the data that has actually been measured.

### **3.5. Population and Sampling Technique**

This study has a total population size of one thousand and five hundred (1,500) employees and this large size will make it impossible for the researcher to test every individual members of the population. Thus, among the total population, the research has included employees who are permanent and serving the organization for at least six months and above. Accordingly, Three hundred and six (306) employees were included in the research.

In this study random sampling technique was used in collecting data. According to Creswell (2005) random sampling is a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that is representative of the larger population. Kothari, (2004)

says that random sampling technique is used because it guarantees desired representation of the relevant sub groups. Lottery method was used to pick respondents who were included in the research thesis.

Sample Size

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

$$(1 + N(e^2))$$

$$n = \frac{1500}{1 + 1500(0.05^2)}$$

$$(1 + 1500(0.05^2))$$

$$n = 306$$

Where;

N= Number of

populationn= Sample

Size

e=standard error at 95%confidence level

### **3.6. Data Sources and Tools**

In an attempt to assess the effect of employee relation practices on employee performance of Yeka sub-city administration and to provide possible recommendations, the study used both primary and secondary data. With regard to primary data, first hand data was collected through questionnaire and interviews filled by employees including managers and team leaders of the organization. Closed end questions were rated with Likert scale method. Likert scale is "A psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements.

Respondents were asked to indicate their level of agreement with a given statement by way of an ordinal scale." A 5-point scale ranging from "Strongly Disagree" on one end to "Strongly

Agree” the other end was used for this research.

As far as secondary data concerned, relevant data has been investigated from different documentations of Yeka sub-city, i.e. annual reports and HR documents. Moreover, different literatures about employee relationship, theories, concepts of employee performance and other human resource management books and literatures, (internet) and other available sources were used.

### 3.7. Data Analysis and Presentation

Quantitative methods were used in the analysis of the data. Accordingly, the collected data was processed using the appropriate data presentation software (SPSS). Data for the various research questions were analysed using tables, feedback analysis, valid percentages, standard deviations and mean were obtained to show the distribution of opinions and perceptions of respondents. As well, the results of the study were explained using regression and correlation analysis.

### 3.8. Validity and Reliability Test

In order to make the study valid, questionnaires were distributed to respondents and the researcher was in direct contact with respondents and every possible method were followed for respondents to fill the questionnaires properly so that a valid data and finding will be found. Primary and secondary data were used with full explanations to have a valid a data. Also to address reliability of the study, Cronbach’s alpha reliability test was used in order to show how well the items are positively correlated to one another.

**Table 3.1 Case processing summary**

Case processing summary			
		N	%
cases	Valid	280	100.0
	100.0	100.0	100.0
	Total	280	100.0
A List wise Deletion based on all variables in the procedure			

**Table 3.2 Reliability Statics**

Reliability Statics	
Cronbach's alpha	N of Items
.982	32

### **3.9. Ethical Consideration**

This research thesis has followed the appropriate ethics in the data gathering and analysis and presentation process. Respondents' answers were highly kept confidential and used only for the issue raised in the research thesis. Respondent's personal information and their views towards the issue become secretive and they have informed about the research purpose and objective. After they become informed, they were asked to fill the questionnaires voluntarily. After the completion of the research, presentations of the findings become submitted only for workers involved in the research thesis and for the management team. Also other ethical issues related with research making were applied.

## CHAPTER FOUR

### 4. DATA ANALYSIS AND DISCUSSIONS

#### Introduction

This part will try to discuss and explain the feedbacks given by respondents about the research main issue and analysis and presentations of the findings are included. This part has included

Both the primary and secondary sources of issues related with the subject matter in order to interpret and describe results by using the appropriate research making tools and mechanisms.

#### 4.1. Demographic Profile of Respondents

Respondents for the study have been selected using the random sampling technique and lottery method was used to select those respondents. Respondents were selected from different working divisions of the organization.

**Table 4.1 Gender of the respondent**

	Frequency	percentage	Valid Percentage	Cumulative percentage
Female	70	25.0	25.0	25.0
Valid Male	210	75.0	75.0	100.0
Total	280	100.0	100.0	

As indicated in table 4.1 above, 25% of respondents were female and 75% of respondents were male. This shows that most respondents were male employees.

**Table4.2 age of the respondent**

	Frequency	Percent	Valid Percent	Cumulative Percent
-33	1	.4	.4	.4
> 49	3	1.1	1.1	1.4
41-48	14	5.0	5.0	6.4
Valid 26-33	111	39.6	39.6	46.1
34-40	95	33.9	33.9	80.0
18-25	56	20.0	20.0	100.0
Total	280	100.0	100.0	

In terms of age, 39.6% of respondents were from the range of 26-33 years of age, 33.9% were 34-40, 20% of respondents were 18-25, 5.0 were 41-48, and 1.1% was above the age of 49. This implies the majority workers of the organization are under the age of 26-33. Also employees from the age of 34-40 were represented by 33.9% of respondents, which is the second most age ratio in the organization, workers whose age are from 18-25 were represented by 20% of respondents and workers from the age range of 41-48 were represented by 5% of respondents and 1.1% of respondents were above the age of 49. This shows that the majority of employees is young and can be said active and are experienced in their career path. 84.3% of employee was BA/BSC degree holders, 10% of them were MA/MSC degree holders and 5.7% were diploma holders. This shows that the organization has an educated manpower which can handle their work tasks with the respective knowledge and skills.



**Table 4.3 Educational background**

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	16	5.7	5.7	5.7
BA/BSc	236	84.3	84.3	90.0
Valid MA/MSc	28	10.0	10.0	100.0
Total	280	100.0	100.0	

**Table 4.4 Work experience**

	Frequency	Percent	Valid Percent	CumulativePercent
> 16	56	20.0	20.0	20.0
6-10	113	40.4	40.4	60.4
11-15	62	22.1	22.1	82.5
Valid 1-5	42	15.0	15.0	97.5
<1 Year	7	2.5	2.5	100.0
Total	280	100.0	100.0	

About 40.4% of the employees were served the organization for 6-10 years, 22.1% of respondents were served for 11-15 years, 20% of respondents have over 16 years of working experience, 42% of respondents were served for 1-5 years and 2.5% of respondents have below 1 year of working experience. This implies that the majority of workers have a long staying history in the organization

## 4.2. Analysis of the study

### Factors affecting employee relation practices

The findings for employee relation practices are described below in table 4.5

Unions	N	Minimum	Maximum	Mean	Std. Deviation
When there is a strong union, it helps the Employee to address all work-related issues whenever possible	280	1	5	4.10	.939
A union that is supportive of the employee helps to build trust in the employees and the organization.	280	1	5	4.05	1.133
A smooth relationship between the union, the management and the union can enhance working relationships and a cohesive Organizational culture	280	1	5	4.12	1.073

Accordingly, the finding shows that when there is a strong union, it helps the employee to address all work-related issues whenever possible (Mean=4.10, SD=.939), A union that is supportive of the employee helps to build trust in the employees and the organization (Mean=4.05, SD=.1.133), A smooth relationship between the union, the management and the union can enhance working relationships and a cohesive organizational culture (Mean=4.12, SD=1.073), as shown in the finding, most workers agree on the presence of unions and they believe that they can defend their rights and stand on their side in cases of emergency. This will prevail that an organization should consider for a strong workers union which stands for the rights of both workers and the organization.

**Table 4.6 open communication**

Open communication	N	Minimum	Maximum	Mean	Std. Deviation
Open communication within an organization tends to create greater motivation and ethics at work, because employee grievances and grievances are heard and resolved in a timely manner	280	1	5	4.10	1.002
employees are always up- to-date and well-informed about any organizational policy changes and procedures that occur in their organization	280	1	5	4.28	.973
In my organization, for example, through open meetings or weekly notes, there is an open communication to help solve many issues and problems about the organization.	280	1	5	4.20	.895

In terms of open communication in organizations, respondents' state, open communication within an organization tends to create greater motivation and ethics at work, because employee grievances and grievances are heard and resolved in a timely manner (Mean=4.10, SD= 1.002), employees are always up-to-date and well-informed about any organizational policy changes and procedures that occur in their organization (Mean=4.28, SD= .973), In my organization, for example, through open meetings or weekly notes, there is an open communication to help solve many issues and problems about the organization (Mean=4.20, SD= .895). It seems that most respondents were addressed the importance of open communication in their organization and states that open communication may affect ones performance in a positive way by helping the employee in expressing whatever she/he wants and can complain at any time when there is a problem in their working environment if there will be a smooth open communication system.

**Table 4.7 Company culture**

Company culture	N	Minimum	Maximum	Mean	Std. Deviation
There is a strong and Conducive work Environment within the organization that allows employees to accept their unique characteristics and reward them for their actions.	280	2	5	4.20	.886
Employee balance management in the organization helps to create a smooth relationship between employees and the employee's confidence in the organization.	280	1	5	3.91	1.267

With regard to the other factor that affect employee relation practice which is company culture, respondents have reacted in a way that, There is a strong and conducive work environment within the organization that allows employees to accept their unique characteristics and reward them for their actions. (Mean=4.20, SD= 1.886) Employee balance management in the organization helps to create a smooth relationship between employees and the employee's confidence in the organization (Mean=3.91, SD= 1.267) in the organization the culture of being connected with employees with their managers and the organization as whole is positive and most of the employees believe their company culture allows them to practice and show their unique characteristics. Also the organization has practiced a measure in managing its employee in a balanced manner and respondents are also referring to this practice. However, more should be done to enhance this cooperation.

**Table 4.8 wages**

Wages	N	Minimum	Maximum	Mean	Std. Deviation
Fair and attractive wages help to create employee motivation in the workplace and create smoother relationships between partners	280	1	5	3.89	1.213
I have a strong motivation for all the goals for my organization, because the organization holds me in terms of benefits and allowances	280	1	5	3.65	1.317

With regard to employee relation practice, another factor explained by respondents is wage. Fair and attractive wages help to create employee motivation in the workplace and create smoother relationships between partners ((Mean=3.89, SD= 1.213) I have a strong motivation for all the goals for my organization, because the organization holds me in terms of benefits and allowances (Mean=3.65, SD= 1.317) based on respondents view they are not that much satisfied with the wages they get at their organization and also employees motivation towards their job is weak as to the result. This indicated that the organization have to implement and practice a good wage structure that can benefit its employees in order to get their maximum potential out of them. Also wage structures have positive effect in increasing employees' performances and enhancing employee relation practices.

**Table 4.9 Management’s view towards workers and unions**

Management’s view towards workers and unions	N	Minimum	Maximum	Mean	Std. Deviation
The positive attitude of the management towards the workers and the union will help to strengthen and facilitate the relations within the organization and create a strong organizational culture.	280	1	5	3.89	1.213
A timely and accurate way of resolving the issues of employees and their representatives is to create a trust ship and create a good working relationship between the staff and the management.	280	1	5	4.04	1.127

The positive attitude of the management towards the workers and the union will help to strengthen and facilitate the relations within the organization and create a strong organizational culture (Mean=3.89, SD= 1.213), A timely and accurate way of resolving the issues of employees and their representatives is to create a trust ship and create a good working relationship between the staff and the management (Mean=4.04, SD= 1.127). The majority of respondents have agreed on the issue of how a timely problem solving mechanism can create a trusteeship among work members and to create smooth relationship between the management and the staff with an average mean of 4.04 and an average standard deviation1.127. The rest of respondents have agreed about how the management’s view towards workers and the union can change the working environment and help to create a strong organizational culture with 3.89 average mean and 1.213 average standard deviation. The result implied that in order to have a strong employee relation practice in an organization the relation between workers, their union and the management should be smooth and also organizations should give an emphasis for issues

Raised by workers and the union and try to solve them on time. This will have a positive influence on employee relation practices and employee performance.

**Table 4.10 Employees attitude towards the management**

Employees attitude towards the management	N	Minimum	Maximum	Mean	Std. Deviation
Employees have a positive attitude towards management and believe that it promotes their work goals and the relationship between their colleagues	280	1	5	4.31	.888
Managers are ready and supportive to build a close relationship with their employees.	280	1	5	3.89	1.176

Employees have a positive attitude towards management and believe that it promotes their work goals and the relationship between their colleagues (Mean=4.31, SD= .888), Managers are ready and supportive to build a close relationship with their employees (Mean=3.89, SD= 1.176) from respondents answer it can be noticed that many of them agreed about having a positive attitude towards the management help in promoting workers goal and to have a good relation between their co-workers the average standard deviation is .888 with average mean of 4.31.

Manager's readiness in building a close relationship with their employee shows that most respondents were not happy with the relations they have with their managers and this is shown with an average S.D of 1.176 and average mean of 3.89. This indicates that managers of the organization should give a due attention for the relationship they have with their employees and need to improve it.

**Table 4.11 Trusteeship between employees**

Trusteeship between employees	N	Minimum	Maximum	Mean	Std. Deviation
A good ship of trust among employees will have a positive impact on the performance of the organization and all working conditions	280	1	5	4.07	1.100
Building a trust ship between them will help reduce conflicts and have a positive impact on improving teamwork.	280	1	5	4.05	1.192

A good ship of trust among employees will have a positive impact on the performance of the organization and all working conditions (Mean=4.07, SD= 1.100), Building a trust ship between them will help reduce conflicts and have a positive impact on improving teamwork (Mean=4.05, SD= 1.192). As to respondents answer, both issues are crucial for the organization and this can be referred with a 1.100averageS.D and 4.07 average Mean and 1.192 average S.D and 4.05 average Mean respectively. This tells us that employees' relation based on trust ship and fraternity is very important and that will have a positive effect in harnessing employee relation practices. Also, building a work based trust ship among employees is significant in advancing their performances and contributes for a positive effect on employee performances.



**Table 4.12 Commitment and devotion to team work and team spirit**

Commitment and devotion to team work and team spirit	N	Minimum	Maximum	Mean	Std. Deviation
I have a strong sense of ownership and commitment to the success and goals of the organization due to effective employee relationships.	280	1	5	3.91	1.142
Equitable wages and benefits, equitable distribution of labour and fair treatment of workers, and timely grievance addressing mechanisms strengthen the employee's commitment to the organization.	280	1	5	4.06	1.107
Basically, an organization that aims to improve the needs of its employees is to create greater motivation and team spirit among employees	280	1	5	4.19	.999

I have a strong sense of ownership and commitment to the success and goals of the organization due to effective employee relationships (Mean=3.91, SD= 1.142), Equitable wages and benefits, equitable distribution of labour and fair treatment of workers, and timely grievance addressing mechanisms strengthen the employee's commitment to the organization (Mean=4.06, SD= 1.107), Basically, an organization that aims to improve the needs of its employees is to create greater motivation and team spirit among employees (Mean=4.19, SD= .999). By observing

Through the above results the majority of respondents agree on the importance of team work and team building. With the result of an average S.D of .999 and average Mean of 4.19, respondents were answering an organization that tries to improve its employees' needs will have a higher tendency in creating an organization with greater motivation. Respondents with an average of S.D 1.107 and average of Mean 4.06 agree equitable wages and benefits; fair treatment of workers and an on time workers grievance handling measure are the basics for creating and practicing team spirit and team work in an organization. Also the issue of sense of belongingness and strong achievement for an organizations' success is dealt with an average S.D of 1.142 and average Mean of 3.91. All respondents' answers brief that in order to achieve a strong

organizational success and good employee relation practices, organizations need to consider those issues and should do in achieving them.

### 4.3. Factors affecting employee performance

**Table 4.13 Job satisfaction**

Job satisfaction	N	Minimum	Maximum	Mean	Std. Deviation
Strong and fair practices in the organization play an important role in job satisfaction to ensure a good job description to attract employees and provide opportunities for individuals to learn and grow.	280	1	5	3.93	.988
I am very satisfied with my work because I have a balance of work stability, career advancement and a comfortable working life in my organization	280	1	5	4.15	1.007

Strong and fair practices in the organization play an important role in job satisfaction to ensure a good job description to attract employees and provide opportunities for individuals to learn and grow (Mean=3.93, SD= .988), I am very satisfied with my work because I have a balance of work stability, career advancement and a comfortable working life in my organization (Mean=4.15, SD= 1.007), among the many factors that affect employee performance, job satisfaction is one among the main factors. According to respondents' answers, the issue of job satisfaction is very crucial and it has a positive effect on employee performance. Also the sub-factors referred under job satisfaction are important and have an influence in determining employee performance. As to the result, with an average S.D of 1.007 and average mean of 4.15 respondents answering how much they are satisfied with their job because of the presence of

balanced work stability, smooth career advancement and comfortable working life in their organization. This shows us that the majority of them is satisfied and wants to stay in their organization as long as their organization needs them. Also respondents have answered for the issue of strong and fair practices in an organization and their role for creating a job satisfaction the result is an average S.D of.988 with average mean of 3.93. Accordingly, organizations should focus on their work plans and overall management activities in order to ensure employee job satisfaction and to enhance a good employee performance.

**Table 4.14 Training and development**

Training and development	N	Minimum	Maximum	Mean	Std. Deviation
A well-organized and well-planned training and development program enables employees to acquire new skills, build existing ones, work better, increase productivity, and become better leaders	280	1	5	3.96	.938
As a result of a series of training and development programs, I have the basic learning skills and knowledge to fulfil the responsibilities assigned to me by my department and organization.	280	1	5	3.77	1.193
Efficient training and development system helpsto have a highly skilled work force and improves job satisfaction thereby developing morale	280	1	5	3.96	1.213

A well-organized and well-planned training and development program enables employees to acquire new skills, build existing ones, work better, increase productivity, and become better leaders (Mean=3.96, SD= .938), As a result of a series of training and development programs, I have the basic learning skills and knowledge to fulfil the responsibilities assigned to me by my department and organization (Mean=3.77, SD= 1.193), Efficient training and development

system helps to have a highly skilled workforce and improves job satisfaction thereby developing morale (Mean=3.77, SD= 1.193), as training and development is also another major factor, respondents were give their answers for sub factors of training and development. For respondents with a result of 1.213 averages S.D and average mean of 3.96, the issues of Continuous training and developments is very crucial for creating a highly skilled workforce and have a positive effect on employee performance. A result with an average S.D of .938 and average mean of 3.96 addresses the issue the significance of a series of training and development for acquiring new skills and building productivity convinced many of the respondents and believe that training and development is crucial for improving employee performance. A result of average S.D of 1.193 with average mean of 3.77 found out that respondents are not satisfied with the training and development programs of the organization and states there needs to be further effort in arranging continues training and development that are related with employees level of qualification and work behaviour. The overall result describing that training and development has a positive effect on employee performance and is one of the contributing factors for an improved worker performance and organizational performance.

**Table 4.15 Employee commitment**

Employee commitment	N	Minimum	Maximum	Mean	Std. Deviation
Because of the positive relationships in the Organization, I have a deep Love for my work, I am loyal to the organization, and I try to be balanced in my work.	280	1	5	4.21	.782
The workforce helps the organization to be more competitive and helps the organization to be more productive and overall successful in all its activities.	280	1	5	4.06	1.117
An effective employee engagement strategy and a highly engaged workforce are more likely to capture top executives and attract new skills.	280	1	5	4.20	.964

Because of the positive relationships in the organization, I have a deep love for my work, I am loyal to the organization, and I try to be balanced in my work (Mean= 4.21, SD= .782), the workforce helps the organization to be more competitive and helps the organization to be more

productive and overall successful in all its activities (Mean= 4.06, SD= 1.117), An effective employee engagement strategy and a highly engaged workforce are more likely to capture top executives and attract new skills Mean= 4.21, SD= .782). The above mentioned factors are concerned with regard to employee commitment and engagement for their job. The majority of respondents believe work commitment and engagement are factors affecting employee performance positively. Employee engagement basics on positive relationship among workers in the organization, the importance of the work force for creating a competitive and productive organization and the presence of an effective employee engagement strategy and highly motivated workforce are crucial for one's organization success. The results are, average S.D of 7.82 And average mean of 4.21, average S.D of 1.117 and average mean of 4.06 and average S.Dof .782 and average mean of 4.21 respectively.

**Table 4.16 goals and expectations**

Goals and expectations	N	Minimu	Maximum	Mean	Std. Deviation
My promises are related to the goals of the organization because when they are properly managed, they are related to the process. To work hard we must maintain focus, energy, attitude and preparation	280	1	5	4.19	.840
Hard work, attention, energy, attitude and preparation are required from my performance to achieve the goals of the organization.	280	1	5	4.26	.754

My promises are related to the goals of the organization because when they are properly managed, they are related to the process. To work hard we must maintain focus, energy, attitude and preparation (Mean= 4.19, SD= .840), Hard work, attention, energy, attitude and preparation are required from my performance to achieve the goals of the organization (Mean= 4.26, SD= .754). Goals and expectations are major contributors in determining employee performance and they are related to an effective employee performance. And respondents have answered those concepts the same as the above table, for respondents both the issue of goals and expectations Were related with employee performance. According to respondents, expectations and goals

have positive effect on employee performance with a result of average S.D of .840 and average Mean of 4.19 and an average SD of .754 and average mean of 4.26.

For employees in order to achieve their organization success they have to have a clear and well stated goal which is directly related with performance of the employee.

**Table 4.17 Suitable working environment and availability of working materials**

Suitable working environment and availability of working materials	N	Minimum	Maximum	Mean	Std. Deviation
I have the necessary and satisfying tools, resources and strong environmental conditions to do my job well in my organization	280	1	5	3.95	.900
Providing the right materials in the workplace gives employees more power to invest in work- related issues.	280	1	5	4.29	.756
Having the right materials and the right working environment in the organization can have a profound emotional impact When an employee wants to make the work experience more enjoyable.	280	1	5	4.31	.781

The last factor concerning employee performance is the need for a safe and suitable working environment and availability of working materials. I have the necessary and satisfying tools, resources and strong environmental conditions to do my job well in my organization (Mean= 3.95, SD= .900), Providing the right materials in the workplace gives employees more power to invest in work-related issues (Mean= 4.29, SD= .756), Having the right materials and the right working environment in the organization can have a profound emotional impact when an employee wants to make the work experience more enjoyable

(Mean= 4.31, SD= .781). all respondents positively respond the issue with average S.D of .781 and average mean of 4.31, average S.D of .756 and average mean of 4.29 and average S.D of .900 and average mean of 3.95. The result will tell almost the majority of respondents believe that a safe and conducive working environment is very essential in order to achieve our activities properly. Also the availability of working materials should be highly considered in sustaining employee performance and this has also an influence on employee performance.

## Overall Regression Model

The following table shows the regression analysis between dependent and independent variables:

**Table 4.18 Model Summary**

Model	R	R Square	AdjustedR Square	Std. Errorof the Estimate
1	.497a	.247	.244	.817

Predictors: (Constant), employee relation cases

Dependent variables: employee performance.

R-squared is measured the goodness of fit of the variables in explaining the variation in measures the variable Predictor: (Constant), employee relation (Associations, Company culture, Salary, Management's attitude towards workers and trade unions, Management's attitude towards workers and trade unions, Employees' attitudes towards management, Employee attitude to one another, and Commitment to team spirit organization and survival). As clearly described in Table 1.adjusted R-square value for the regression model was 0.244, this indicates the variables in this study explain 24.4% of the variation in employee performance. The remaining 76.6 percent of the variation in employee performance.in yeka sub-city administration are explained by other variables which are not included in the model. Therefore, employee relation is explanatory variable of employee performance.

## Regression ANOVA

The following shows the regression

ANOVA: ANOVAs

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	60.654	1	60.654	90.976	.000b
Residual	185.343	278	.667		
Total	245.996	279			

a. Dependent Variable: employee performance

b. Predictors: (Constant), employee relations

On the other hand table indicates that the regression model predicts the dependent variable significantly well. This is because on the "Regression" row at the "Sig." column indicates the statistical significance of the regression model that was run. Here,  $p < 0.000$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable.

## Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	1.892	.237		7.987
Employee relations	.527	.055	.497	.000 9.538

Dependent Variable: employee performance



Based on the result shown above on the Table, employee relations has influence on employee performance positively ( $\beta = 0.527$ ,  $t = 9.538$ ,  $p > .05$ ). The finding shows stronger association with employee performance. Organization's efforts to create and maintain a positive relationship with its employees by maintaining positive, constructive employee relations and hope to keep employees loyal and more engaged in their work has a significant and positive relationship with employee performance.

#### 4.4. CORRELATION

**Table 4.4.1 CORRELATION**

Associations	Pearson Correlation	.602
	Sig. (2-tailed)	.000
	N	280
Company culture	Pearson Correlation	.679
	Sig. (2-tailed)	.000
	N	280
Salary	Pearson Correlation	.804
	Sig. (2-tailed)	.000
	N	280
Management's attitude	Pearson Correlation	.572
Towards and trade workers unions	Sig. (2-tailed)	.000
Management's attitude towards workers unions	N	280
	Pearson Correlation	.622
and trade	Sig. (2-tailed)	.000
Employees' attitudes towards	N	280
	Pearson Correlation	.709
Management	Sig. (2-tailed)	.000
	N	280
Employee confidence	Pearson Correlation	.847
to one another	Sig. (2-tailed)	.000
	N	280
Commitment to team spirit	Pearson Correlation	.754
organization and survival	Sig. (2-tailed)	.000
	N	280

Dependent variable: employee performance

The degree of association is measured by a correlation coefficient, denoted by  $r$ . It is sometimes called Pearson's correlation coefficient after its originator and is a measure of linear association. If a curved line is needed to express the relationship, other and more complicated measures of the correlation must be used.

The correlation coefficient is measured on a scale that varies from  $+1$  through  $0$  to  $-1$ . Complete correlation between two variables is expressed by either  $+1$  or  $-1$ . When one variable increases as the other increases the correlation is positive; when one decreases as the other increases it is negative. Complete absence of correlation is represented by  $0$ .

Since the result show positive correlation in all the employee relation causes, it shows there is a significant positive relationship between employee relation and employee performance.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Major findings of the study

**After many analysis and discussions, the study has reached on the following findings:**

There is a positive and strong relationship between employee relation practices and employee performance, and the sub factors under those issues are also interrelated for the overall success of an organization.

Based on employee relation practice, the presence of unions in an organization has a positive effect on employee and the management. The majority of respondents insist that when there is a strong union in an organization, workers issue and complain can be heard and will solve their problems quickly.

The presence of open communication in organization is another factor that can affect employee relation practices the absence of open communication in organization may result to a negative relationship between employees and the management and also with employees among themselves. Most respondents have agreed about the importance of open communication for a good and smooth employee relation practices.

The study also found out that company culture is the other factor that can positively affect employee relation practices and employee performance. Respondents argued that a conducive and well-structured company culture may affect its employee performance and employee relation practice either in a positive or negative way.

Wages, employee trust ship, employee attitude towards the management and the union are also factors that can affect the interactions on employee relation practices and employee performance. According to respondents, those factors can affect relation among employees and their performances.

The study also found out that there is a positive relation between factors affecting employee performance such as job satisfaction, training and development, employee engagement goals and

expectations and the presence of a safe working environment have direct positive relationship with employee performance and also are major contributing factors for a smooth and strong employee relation practices. The study overall analyse what are main factors that can affect employee relation practices and employee performance. With the above mentioned analysis and Findings organizations need to consider on how to improve and enhance employee performance and employee relation practices and organizational performance.

## **5.2. Conclusion**

By considering the issue of employee relation practices and its effect on employee performance this study tries to consider some major factors affecting the relationship between employee relation practices and on how it influence employee performance at yeka sub-city administration.

The issue of performance and employee performance in line with organizational performance was also discussed in the study and found out that employee relation practices have a positive relationship with both employee performance and organizational performance. The relations employee, the management and the unions have is directly related with one another and the successfulness each will achieve is based on the activities and performance they have together. In the case of Y.S.C.A employee relation practices need to be considered with the case of employee performance and employee have to practice a fair and accountable system that will allow them to create a smooth relationship between the management and other staff members.

Another indicated result was the above discussed issues are directly related with employee relation practice factors on Y.S.C.A. The issue of unions in the organization, venues for open communication, workers benefits including wages is major gaps that are identified.

Employee's workplace safety and job satisfaction, employees' engagement and employees' expectations have positive relationship on employee of the organization. Most of them state they are satisfied on their job and their expectations are normal and they say their engagement for their work has a positive result.

Another gap identified in the study was most workers of Y.S.C.A. are not happy with the way the organization handle and practice its training and development program. Workers insist the

organization should arrange trainings that are relevant and continuous which can help them to upgrade themselves. Also performance appraisal measures and evaluation systems of Y.S.C.A are another gap that needs to be reconsidered as to workers of the organization.

The relationship between employees with their managers is another identified gap observed in the study. Most of the workers were not happy with the relations they have with their bosses.

One major reason indicated is some bosses do not command the right work management to their workers. This will however create a conflict between bosses and workers and even with the employees themselves.

### **5.3. Recommendations**

Based on the finding of the study there are some recommendations suggested by the researcher that needs to be considered There should be a smooth relationship between employees and the management of the sub-city in order to create a smooth working environment and to enhance a good employee relationship practice Training and development programs and mechanisms of Y.S.C.A need to be reconsidered and trainings should be given with related to workers job behaviours and with a way of continuous assessment.

The performance appraisal system and performance evaluation method of the organization should be arranged and clear and accountable performance evaluation should be practiced by the organization.

As employee relation practices and employee performance are much related, due attention should be given to practice both in a proper manner.

The organization should try to see other mechanisms and best practices that can help in maximizing employee performance and having a strong employee relation practices.

The presence of strong unions in the organization must be practiced and has a positive effect on employee and the management.

Company culture of the sub-city needs to be considered and improvements factor that can positively affect employee relation practices and employee performance

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# Appendixes

**Addis Ababa University School of Commerce**

**Department of Human Resource Management**

Questionnaire to be filled by employees of Yeka sub-city administration in Addis Ababa

Dear Respondent:

This questionnaire is prepared with the attention to get the relevant information for the research thesis in title: The Effect of Employee Relation practices on employee performance On Yeka sub-city Administration in Addis Ababa. This study is only for academic purpose and in order for the requirement of second degree in Human Resource Management. The responses of your questionnaire will be kept highly confidential. Your kind participation and in-timely return of completed questionnaire is most valued and appreciated.

Thank you in advance! General Directions

1. No need of writing your name
2. Please put a tick (✓) mark in the box for your answer and for the number of your choice for the alternatives given.

Demographic data Gender

Male  Female

Age

18-25 years  26-33 years  34-40 years  41-48 years  > 49 years



Educational backgroundCertificate

Diploma BA/BSc MA/MSc

PhD

Other \_\_\_\_\_

Work experience

<1 year  1-5 years  6-10 years  11-15 years  > 16 years Questions

related to employee relations

Please indicate your choice of concepts related with employee relations that you think best suits the idea by considering the reality at Yeka sub-city Administration. (Put “√” Mark the Alternative Number That Best Describes Your Idea)

**Part i) Employee relations factors**

Unions	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis agree
Having a strong workers union help an employee to present all work related issues whenever it is possible					
A union that is on the side and interest of the employee will help in creating a trust on the employees and the organization.					
The presence of a smooth relationship between employee, the management and the union can foster work relations and a harmonious organizational culture Communication					
The presence of an open communication in an organization tends to create a high work motivation and moral on job, because, complain and grievances of employee will be heard and solved on timely.					
Employees are always updated and well informed for any organizational policy changes and procedures that will happen in their organization					
There is an open communication in my organization such as, in monthly meetings or through weekly memos that will help in arise many issues and problems about the organization					
Company culture	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
There will be a strong and harmonious working environment in an organization that allow its employees to embrace their unique attributes and rewarded them for their actions					
Having a fair and balanced treatment of employee in an organization will help to create a smooth relationship among employees and make employee to be reliant on the organization Wages					
	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
Fair and attractive wages will help to create employee motivation in work places and to have a smooth relation among colleagues					

I am highly motivated for my organization's over all goals because, the organization treat me with the relevant benefits and allowances					
Attitudes of management to employees and unions	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
A positive and good attitude of the management towards employees and the union will help in strengthen and smoothen the relations in the organization and help to create a strong organizational culture					
A timely and proper way of addressing issues of employees and their representatives by the management will help in creating a trust ship and good work relations among the employees and the Management					
Attitudes of employees to management	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
Employees have a positive attitude for the management and believe it will advance their work motives and the relation among their colleagues					
the readiness and helpful actions of managers in creating close contact with their employees will help employees to feel confident and to have a positive attitudes towards the organization					
Employee trust of one another	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
A good trust ship among employees will have a positive effect on the performance and over all working conditions of an organization					
Building employee trust ship between themselves will help in minimizing conflicts raised related to work distribution issues and has a positive influence in improving team work					
Commitment to the organization and existence of team spirit	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
Because of a smooth employee relation I have a sense of belongingness and higher commitment for the success and achievements of goals for the organization					
The presence of a fair wage and benefits, equal work distribution and fairly treatment of employee and on time grievance solving methods will make an employee to be sustained and committed for the organization					
An organization that basically aims for improving the interests of its employees is towards on creating a high level of motivation and team spirit among employees					

## Part ii) employee performance factors

Job Satisfaction	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
A strong and fair practice in an organization to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow has a significant role for a job satisfaction					
I'm highly satisfied with my Job because I have job stability, career growth and a comfortable work life balance in the organization					
Training and Development.	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
A well-structured and planned Training and development program of an organization allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders.					
I have the fundamental learning skills and knowledge to carry out the responsibility I have given by my department and the organization because of a continuous training and development program					
28. An efficient system of training and development will help to have highly efficient employee and Improves job satisfaction and thus boosts morale.					
Employee Engagement.	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
29. Because of a positive relation in the organization, I feel passionate about my job, committed to the organization, and put discretionary effort into my work					
30. An engaged workforce for an organization help to outperform its competition and will help for the organization to have higher productivity and overall success in every aspect of the organization performance					
31. an effective employee engagement strategy and a highly engaged workforce is more likely to retain top performers as well as attract new talent Goals and Expectations.					
32. My Expectations are related to goals of the organization because when they managed correctly, they are process related. We should expect hard work, focus, attention,					

33. Hard work, focus, attention, energy, attitude and preparation are expected from my performance in order to achieve the desired goal of the organization.					
Tools and Equipment.	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
34. I have a vital and satisfactory tools, supplies and strong environmental conditions to do my function admirably in my organization					
35. Providing the right and proper materials in work places make employees to have more energy to invest in work related matters					
36. having the needed materials and suitable working environment in an organization tend to create a profound emotional effect when an employee wants to make the work experience more pleasant					

If there is anything you like to add

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Thank You for Your Cooperation!