



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE ROLE OF EMPLOYEE AND MANAGER RELATION ON
EMPLOYEE PERFORMANCE IN CASE OF WOLKITE UNIVERSITY**

**A RESEARCH PAPER SUBMITTED FOR THE REQUIREMENT OF
PARTIAL FULLFILMENT OF BA DEGREE IN MANAGEMENT**

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ABSTRACT

The main objective of the study is to examine the role of employee and manager relation on employee performance in Wolkite University. The relevant data for the research was obtained from primary and secondary sources, the primary source was gathered from respondents through questionnaire and the secondary data was collected from different books and internets. The researcher was used Wolkite University employees as a target population. The researcher was used simple random sampling and descriptive research types because the targeted populations were taken are homogeneous. Finally after the relevant data was collected, the data analysis was made to examine the role of employee and manager relation on employee performance in Wolkite University. Finally the researcher concluded and recommend based on the finding. There was weak relation of employee and management in the organization. Relation of employee and management is not good for employee performance of the organization, so the concern body or manager was motivating employees by different incentive methods like increase salary, giving promotion, measure employee performance and award employees who perform in a better way as well as by creating motivation.

Key words; employees, manager and performance of employees

CHAPTER ONE

1. Introduction

1.1. Background of the study

In an organization there are a group of peoples or individuals who have different interest and attitude towards the organization goals. Every aspect of employee and manager relation is ongoing on economic and social interaction of the organization. However, employee and manager relation deals with challenges pertaining to productivity and performance of employee as well as the role of managers' practice that decrease or increase employee performance within the organization. Good employee manager relation involves providing fair and consistent treatment to all employees. Managers try to understand what employees are saying and experiencing keep they informed about what manager is planned to do and tell about how those plan may affect their interaction.(Desller,1994).

Managing employee relation with manager is the responsibility of all managers. Effective employee manager relation requires cooperation and coordination between every employee and manager. Employee and manager relations are strongly affected by compensation, human relation decisions such as compensation, promotion, discipline, demotion, punctuality, loyalty and termination (Desller, 1994). Manager and employee relation in the world is the most important part of any organization. No business can run efficiently and effectively without them. But peoples do not live in vacuum, they need to communicate and work with others to become effective. Employers need managers relation in the work place to keep the organization functioning smoothly, avoid problem and make sure their performance is best. An organization with good employee and manager relation program provides fair and consistent treatment to all employees. In order to create a good attention of work for employee managers must be informed what is going to do within the company including manager plan, organizational policies, day to day tasks and how those plans and policies may affect their job. Therefore, this study is designed to know the role of employee and manager relation on employee performance (Desller, 1994).

1.2. Statement of the problem

The existence of good manager and employee relation creates employee loyalty and business stability for the organization. In addition to this, it leads to continues development, better performance and good well to an organization. Employee and manager relation problem is the problem of some organizations. Poor employee and manager relation decreases productivity, efficiency and quality of products as well as it affects the goal of the organization and its customers (Singh, 2011).

The main reason to conduct this research is the presence of many problems between the university and employee due to interest difference among workers , unfair treatment of employee in case of salary ,promotion ,performance ,punctuality and compensation. The researcher willmotivateto do this research; because little is known about the problem in our country. So the researcherisintends to explore what seems like the situation in WolkiteUniversity. This research tries to adders the above listproblems arise between theUniversity and employee.

1.3, Research question

1. What seems like employee and Wolkite university relation with in Wolkite university?
2. What are the main reasons for poor employee and the university manager relation inWolkiteUniversity?
3. What is the role of employee and manager relation on employee performance in Wolkite University?

1.4. Objective of the study

1.4.1. General objective of the study

The overall objective of the study is the role of employee and manager relation on employee performance in Wolkite University

1.4.2. Specific objective of the study

- ✓ To assess the situation in which employee relation looks like in Wolkite university
- ✓ To examine the main reason for poor employee and manager relationin Wolkite university.

- ✓ To examine the role of employee and manager relation on employee performance in Wolkite university.

1.5. Significance of the study

The student researcher; the student researcher is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study wills the solution to the problem. The organization; the organization is beneficial in that the manager of the organization see the identified problem and recommend solutions and take corrective actions accordingly this study. Other researcher: other researcher can take this study as reference for conducting other similar assessments. Other similar organization: This study can also use for other organizations which are similar by taking this study and they can them selves with identified problem and if the problem is originated on them can take their corrective measure.

1.6. Scope of the study

Conceptually this study was focused on the role of employee and manager relation On employee performance in Wolkite University. Geographically, this study was conducted on methodologically descriptive type research design.

1.7. Limitation of the study

The limitation of the study would be with respect to some respondents they are not always presented in the required time, some respondents has not given appropriate information for the study.

1.8 Organization of the study

The paper was organized in five chapters. The first chapter contains the introduction part, This included background of the study, statement of the problem, objective of the study, Significance of the study, Scope of the study, limitation Of The Study .the second chapter was deals with related review literature, the third chapter was deals with research methodology and the chapter 4 was deals with presentation and analysis of data and finally chapter 5 contains, conclusion and recommendation.

CHAPTER TWO

2. Review of related literatures

Employee and manager relation have a great role on employee performance when the relation between them is positive. the presence of good employee and manager relation leads to creativity and motivation for employees over their performance within the organization. Since the employees are the pillars for the companies building of relation with the managers, a deliberate and well-thought-out initiative is required by the companies to build foundation for a strong relation of employees with the organization (Rai, 2013).

Managers will be take care of the needs of the employees and this can be understood by equating employee manager relation practices like training, job satisfaction, job rotation, participative management, and career planning for their employees. Satisfied employees can contribute more towards employee relations and hence employee manager relation status can be understood by equating employee manager relation to satisfaction of employees where satisfaction is taken as proxy variable (Sinha and Bajaj, 2013, p. 32). Building a good relation with an employee is the best way to close the employee's performance gap. It also promotes the employee personal effectiveness and performance because when managers take the time to develop this relation s and guide employees within the organization. Only through good relation s combined with good performance can a cohesive department be built (Chapman and Goodwin, 2001, p. 68). The need for an employee manager relation within the enterprise is sine quo non for every enterprise operating in a competitive environment. Employee manager relation aims to perform successful, world class organization through relation building with and among its employees (Singh and Kumar, 2011, p. 126).

Employee manager relation strives to build long-employee manager relation with valued employees. Employee manager relation two main internal user groups are employees and managers. Managers can use employee manager relation to help them with a number of people management tasks: recruitment, training, performance management and remuneration. Employee manager relation enables managers to communicate with their teams, align employees with the overall goals of the business, share information and build a common understanding. Employee

manager relation also offers support to employees through workflow modeling that depicts how tasks should be performed, provision of job-related information and collaboration with colleagues (Buttle, 2009, P 358). Employee manager relation. Provides employees with support, such as information about the organization's employee relation, technologies and processes. Employee manager relation assists the employees in their daily work towards the performance (Thorzen, 2011, p. 38). It also increases employee satisfaction, commitment and retention due to better alignment of employees to individual career goals and aspirations (Prouse, 2004, p. 3). Employee manager relation focuses on building relation and trust that leads to happy employees. Happy employees work better together, have greater trust, and are a great recruiting vehicle because they tell others they love where they work but most importantly they are willing to commit to extraordinary results. Employee manager relation touches every function within an organization (krill, 2008, p. 3).

2.1 The role of the manager

"Anyone can be a supervisor but not anyone can be a manager."

Manager will be like magician or maestro in his or her department; managers give knowledge, hope, Experiences and happiness to their employees. It's not easy to be a manager; a manager puts an employee on the right track to achieve organizations' goals. An important role of the manager is to connect his or her employees with their community. Managers can do this through conducting projects related to organization and providing employees with an excellent working environment for imaginative and innovative activities. Managers should follow model 4Hs, which refers to help, hope, harmony and happiness. Every manager should remember that he or she would be refreshed and be able to do different tasks with his or her employees.

2.2 Definition of employee relation management

Employee relation is a kind of special interpersonal relations, which is a concept put forward by the western scholars in the 20th century in order to replace industrial relation, it refers to the relation of right and obligation, management and obeying caused by the interest between enterprise and the staff, which is also shown as the total of cooperating, conflict strength and power relations, and is influenced by economic, technology, policy, legal system and social culture background in certain society (Yongcai, 2010, p. 940). Manager and employee relations

are part of a business's internal relation management. Much research regarding this internal relation management has focused on organizational behavior/theory and human resource management (Liao et al., 2004, pp.25-26). Thus, Employee Relation is defined as a relation between employer or the representative manager and employees, aimed towards maintaining commitment morale and trust so as to create performance and secure workplace environment (Bajaj et al., 2013, p. 90). Employee manager relation is a relatively new concept; a general definition hence understands employee manager relation as strategy, programs and technology to effectively manage how firms relate to prospective, current and former employees. Employee manager relation can be defined as a specific field of human resource management (Yongcai, 2010, p. 940). It is the process of adopting various controlling methods and practices to regulate the relations between company vs. staff and employee vs. employee, and enables the company to achieve its goals (Jing, 2013, p. 2). Oluchi defined employee manager relation as a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization. The human resources department can play a critical role in this process, both in terms of training and coaching managers and executives on how to effectively establish and nurture relations with employees and in measuring and monitoring those relations to determine whether objectives are being met (Oluchi, 2013, p. 11). Employee manager relation is a term that refers to relation development and management between employers and their employees. There are a lot of different issues that can affect employee satisfaction, which has a direct result on employee performance and overall corporate culture (Employeesurveys.com, 2013). Employee manager relation is a dynamic process of managing the relation between knowledge worker and corporation such that knowledge workers elect to continue a mutually beneficial exchange of intellectual assets for compensation in a way that provides value to the corporation and are dissuaded from participating in activities that are unprofitable to the corporation (Bergeron, 2003, p. 196). Employee manager relation is all about effective organizational communications, which can build employee confidence, trust and loyalty, enabling managements to realize the potential of the skills and knowledge within the organization. It is a powerful business tool that enables employees to do their job better. The emerging discipline of employee manager relation allows organizations to identify, differentiate, interact and personalize the relation with their employees. (Rai and Pareek, 2012, p.35). Especially employee manager relation refers to the communication management between

enterprise and the staff, this kind of communication adopts flexibility, encouraging and non-compulsory means to improve staff's satisfaction, support enterprise to realize the goal. Employee manager relation runs through every aspect in human resource management, which begins from the first day employing the staff in (Yongcai, 2010, p. 941).

2.3 Employee manager relation process

Applying employee manager relation requires specific processes that offer operational measures to achieve the objective of individualized, mutually valuable relations. A first group exclusively focuses on recruiting which explains the employee manager relation "candidate relation management". The combination of domains and characteristics as categorization criteria hence offers an instructive possibility to an employee manager relation processes as well. The core of employee manager relation process can be classified in three general areas according to their general roles or purposes (Strohmeier, 2013, p. 97).

1. Collaborative processes refer to the interaction between organization and employees in recruiting, development, compensation, etc. Things those are required for building and maintaining the intended relations.
2. Operational processes refer to all administrative activities related to recruiting, development, compensation, etc., as required by the strategic aim of the concept. The main difference between this and current operational management relation activities lies in the consistent orientation toward individual employees. In operative compensation, for example, payroll processing changes from calculating identical salaries components to calculating different and even unique components for each employee.
3. Analytical processes refer to the collection, preparation and provision of the in-depth information required to support decisions in operational and collaborative employee manager relation. Major information needs to refer to individual employee preferences, to the history of individual operations and collaborations and, in particular, to reasonable future operations and collaborations. In brief, employee manager relation processes are comprised of collaborative, operational and analytical activities within the familiar, however consistently individualized management relation.

2.4. Goals of employee manager relation

Employee manager relation aim to perform successful world-class organizations through relation -building with and amongst its employees. High-performing organizations have a few common employee relations practices, but this being an inexact science at best; a simple, do-it-yourself formula fitting all situations does not exist. There are also clearly identifiable organizational issues that are responsible for performance gaps. Employee relations, therefore, tries to inculcate characteristics that render an organization a success, and at the same time, proactively sensitizes itself to the organizational that can retard performance. Employee manager relation goals are summarized in the following points (Singh and Kumar, 2011, p. 127):

1. Establishing a link and a congruency between employee contract and the employment relation through a psychological commitment.
2. Employee manager relation s and conditions of employment to be based on the principle of fairness and ensuring the organizational objectives as well as individual needs and aspirations are fulfilled.
3. Developing policies, procedures, rules and regulations that are fair just and conform to the basic objectives as well as individual needs and aspirations are fulfilled.
4. Defining and clarifying performance management expectations and standards to enable employees to strategize and plan for the achievement of tasks and targets set for their job positions.
5. Developing effective communication channels and systems that ensure the information needs of employees are met.

2.5. Importance of employee manager relation

It is desirable for an organization to have proper and effective employee manager relation since this enables the personalizing of Employee Relations. Good Employee Relation s contributes significantly to the success of the organization. The importance of employee manager relation is summarized in the following point (Vineet et al., 2013, p. 23):

1. Employee manager relation promotes commitment, morale and trust in the organization. It establishes a link and congruency through psychological commitment between employees

contract and employment relation. It also aims at principle of fairness and ensures that organizational objectives as well as employee needs are fulfilled.

2. Employee manager relation facilitates employees in achievement of organizational objectives. It further tries to help employees in achieving tasks and targets set for their job positions and helps in developing effective communication channels and systems so that information needs of employees are met. It emphasizes on performance, growth and development of employees for creating competitive advantage.

3. It helps in improving working conditions, administrating effective Human Resource policies, establishing healthy relations among employees; it inculcates a sense of belongingness among employees. They develop mutual responsibility which enhances performance, productivity, morale and empowers them and also encourages them to improve organizations pride.

4. Employee manager relation minimizes workplace conflict, increases trust.

5. It is important as it promotes and develops employer-employee relation, it minimizes workplace conflict, at individual level, inter group team and intra group team levels. In the current scenario where respect and trust are losing its level everywhere, employee manager relation helps to secure the highest possible level of mutual understanding and respect.

6. Employee manager relation Motivates Employees, it provides motivational incentives and benefits to employees and establishes democratic systems.

7. It improves the quality of work life and minimizes stress.

Advantages of employee manager relation: employee and manager relation have to many advantages to the organizations; it doesn't only foster high level of performance. Other documented positive effect in organizations include: (Wargborn, 2008, p. 69)

1. Strengthens corporate communication and culture.

2. Fosters learning - about company products, services and customers.

3. Provides real time access to company training.

4. Target s information to employees based on their interests and needs user personalization.

5. Streamlines performance management.

6. Manages resources creatively.

7. Frees the HRM department to concentrate on more strategic tasks.

8. Raises productivity.

9. Encourages innovation levels.

10. Reduces turnover.
11. Reduces recruitment and training costs.
12. Affords effective and consistent rewarding

2.6. The role of the employee

Employees have many roles over their performance to show for their managers, like polite communication, great commitment, high contribution and good competency.

2.7. Employee manager relation components

1. Manager relation Practices: manager relation Practices is crucial function of Human Resource Management which can bring change status of employee manager relation in the organization as this function will be quantified and resulted in statistical data to prove its importance in enhancing employee manager relation status in the organization. Hence improved quality and productivity linked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career planning and development. Better training policies and assessment can improve Satisfaction of employees in the organization hence improving employee manager relation status in the organization. For Job satisfaction the result concluded is that if the employees are satisfied through different determinants, it increases their level of satisfaction. This will definitely improve employee manager relation status in the organization. The results on Participative Management suggest that organization do not take much interest in knowing their problems and suggestions hence their level of satisfaction is not very high hence employee manager relation status gets affected in such case. The results on Performance Appraisal imply that for better satisfaction of employees need to have variable pay performance system as Government pay scales to judge the performance of employees hence needs to have proper performance appraisal system for better employee manager relation status in the organization. This makes employees more satisfied and can improve employee's performance in the organization (Sinha and Bajaj, 2013, p. 33).

2. Trust: Trust is a critical variable influencing the performance, effectiveness, and efficiency of the organization (Dirks and Ferrin, 2002). Trust is considered one of the most influential variables on organizational performance. Trust may grow, decline, or even remerge over the

course of a relation .As the length of a relation increases, people have more opportunities to observe and learn about each other and the judgment about a given actor can be concluded as either trustworthy or untrustworthy (Huang and Guo, 2009, p. 1). A majority of researchers posit trust as consisting of two elements; integrity and reliability. In employee employer relation trust is the level of reliance one can place upon the information received from another person and confidence in the relation partner. As such, trust is a key relation element. (Herington et al., 2009, p.1103). If employees do not trust their managers that flow of upward communication will be compromised (or simply will not happen); likewise, if managers do not trust the employees who work for them, the downward flow of communication will be negatively affected (Daniel, 2003, p. 53).

3. Communication: Communication is important in organization. It serves as the coordination link between people and organizational functions. Ongoing, frequent two way communication is one of the most important components of a comprehensive employee relations strategy. Interactive communication both giving a message and actively listening to what is being said in response builds trust between employees and their managers (Daniel, 2003, pp. 51-52). Communication in the institution refers to the extent to which the institution informs employees about important issues in the organization. Such important issues include business policies, values, mission, strategies, competitive performance, events, and changes that affect the institution and employees. Institutional communication can be done either formally through formal structures or informally by means of unstructured procedures. However informal communication is more credible than the formal one as it allows team flexibility, open discussion, better flow of ideas and greater efficiency and productivity. Communication with employees strengthens their identification with the institution and creates institutional solidarity due to trust among employees or between different departments (Chinomona and Sandada, 2013, p. 138). Communication allows interaction among team members and this can happen in various ways that consist of face-to-face meetings, telephone, e-mails and others. Communication in the organization is important because employees well informed in order to perform well and share ideas with their colleagues (Noordin et al.,2010, p. 2).

4. Leadership Style: Leadership is considered a factor that has a major influence on the performance of organizations, managers and employees (Wang et al., 2005, p. 420). Leadership

style, often called 'management style', describes the approach managers use to deal with people in their teams. There are many styles of leadership. Leaders can be classified in extremes as follows (Armstrong, 2009, p. 377):

A. Charismatic/none a charismatic. Charismatic leaders rely on their personality, their inspirational qualities and their 'aura'. They are visionary leaders who are achievement-oriented, calculated risk takers and good communicators. Non-charismatic leaders rely mainly on their know-how (authority goes to the person who knows), their quiet confidence and their cool, analytical approach to dealing with problems.

b. Autocratic/democratic. Autocratic leaders impose their decisions, using their position to force people to do as they are told. Democratic leaders encourage people to participate and involve themselves in decision taking.

c. Enabler/controller. Enablers inspire people with their vision of the future and empower them to accomplish team goals. Controllers manipulate people to obtain their compliance.

d. Transactional/transformational. Transactional leaders trade money, jobs and security for compliance. Transformational leaders motivate people to strive for higher-level goals.

5. Shared Goals and Values: In the business context, a goal is most commonly viewed as something that a firm "values" and the extent to which employee's value the same goal provides a sharing of something of value between employees and the firm. Shared values is defined as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Herington et al., 2009, p. 1103). The essence of a shared goal is that it is a reflection of connection among employees and management towards an important undertaking (Kantabutra and Avery, 2009, p. 11). The coherence help employees understand how work is related across all the departments, levels and units in the institution as well as aligning the work of employees with the institution's strategic direction and priorities (Pulakos and O'leary, 2011, p. 155). Sharing common goals enables employees to direct their efforts to the achievement of that particular goal, but for that to happen there should be interdependence and collaboration among employees. Sharing common

goals can positively impact on employee performance and organizational outcomes (Chinomona and Sandada, 2013, pp. 137-138).

2.8. Employees Performance

Effective people resourcing includes not only the acquisition of the appropriate quantity and quality of people, but also the management of employees to ensure that the performance is constantly reviewed and at a level which is consistent with the achievement of organizational objectives. Employees should know what is expected, not just in terms of duties and responsibilities but also in standards of performance (Pilbeam and Corbridge, 2002, p. 258). The concept of performance covers both what has been achieved and how it has been achieved. Firm performance can be measured in a number of different ways. The most obvious way to measure what has been achieved, and the approach used in many studies, is by reference to key performance indicators (KPIs), which are usually to do with financial results (profitability) or productivity (Armstrong, 2009, p.136). Many organizations feel that their people can provide a competitive advantage, and therefore their people contribute to the organization's performance. Employees play a pivotal role in organizational success. Employee performance has been shown to have a significant positive effect on organizational performance (Hayward, 2005, p. 10). Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as declarative knowledge, procedural knowledge and motivation (Ahmad and Shahzad, 2011, p. 5250). Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure (Sonnetag and Frese, 2005, p. 4). Managing employee's performance is necessary for achieving goals that an organization has for itself. Assessing an employee's competency and measuring his productivity is essential in the overall plan of the organization. Pacing itself production-wise is important and that cannot be done if the employee's potential and his ability to perform are not measured. Employees' performance is

directly related to organizational productivity and its success. Better performance of each employee creates immense outcomes which mainly include congruence among employees, quality production and commitment at work place (Sarmadetal, 2011, p. 1226). Individual objectives derived from team objectives and an agreed job description can be jointly devised by manager and employee. These objectives are outcome/results oriented rather than task oriented, are tightly defined and include measures to be assessed. The objectives are designed to stretch the individual, and offer potential development as well as meeting business needs. It is helpful to both the organization and the individual if objectives are prioritized (Torrington et al., p. 264). Many organizations use specific, Measurable, Achievable, and Relevant and timed criteria's for their objectives (Armstrong, 2009, p. 623):

S = Specific – clear, unambiguous, straightforward, understandable and challenging.

M = Measurable – quantity, quality, time, money.

A = Achievable – challenging but within the reach of a competent and committed person.

R = Relevant – relevant to the objectives of the organization so that the goal of the individual is aligned to corporate goals.

T = Time framed – to be completed within an agreed timescale.

Performance Management Performance management is an integral part of effective human resource management and development strategy (Hayward, 2005, p. 12). Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer terms. It is owned and driven by line management (Armstrong, 2009, p. 9). Performance management is defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them by developing the capabilities of teams and individual contributors (Pilbeam and Corbridge, 2002, p. 259).The purpose of managing performance is simply to help the

organization fulfill its purpose and goals. Thus, everyone in the organization should be responsible for managing performance (Brumback, 2011, p.183). The overall objective of performance management is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. Performance management provides the basis for self-development but importantly, it is also about ensuring that the support and guidance people need to develop and improve is readily available (Armstrong, 2009, p. 619). Four key requirements are required for effective performance management, these requirements are validity, reliability, cost effectiveness and felt fairness. Without valid performance criteria, reliable measurement is impossible; without both of these; it is highly likely that employees will see the system as being inherently unfair. Further, even if the system is fully valid, reliable and felt-fair, the system will still be unsustainable if, over time, it does not deliver a positive return on associated costs and investments (Shields, 2007, pp. 27-30). Performance management systems are one of the major focuses in business today. Although every management relation function contributes to performance management, training and performance appraisal play a more significant role. Whereas performance appraisal occurs at a specific time, performance management is a dynamic, ongoing, continuous process. Every person in the organization is a part of the personal management system. Each part of the system, such as training, appraisal, and rewards, is integrated and linked for the purpose of continuous organizational effectiveness. With personal management, the effort of each and every worker should be directed toward achieving strategic goals. If a worker's skills need to be improved, training is needed. With personal management systems, training has a direct tie-in to achieving organizational effectiveness. In addition, pay and performance are directly related to achieving organizational goals. A successful performance management system is one that requires full participation between employees and managers through effective communication and goal agreement, resulting in complete common understanding and not unfounded expectations. A well-executed performance management system is a medium for managers and employees to develop an understanding of what work the mission of the organization requires, the manner in which this work should be accomplished, and to what extent it has been achieved. Employees should be empowered and receive support from their manager without removing any of the employee's responsibility (Hayward, 2005, p. 13).

2.9. Effect of Employee Manager Relation on Employees Performance

Success in a scientific endeavor depends significantly on imaginative and flexible systems of management and administration, which will help in realization of the full potential of the gifted, trained and highly valuable manpower resources, and ensure conditions for the highest level of performance. It is imperative to have a dynamic and sensitive management, and appropriate working conditions and incentives which will attract, retain and deploy in a patently efficient manner these precious human resources. It is now commonly accepted that employees constitute an important resource of complete advantage for firms. As a result, it is important for a firm to adopt employee manager relation that makes the best use of its employees (Chandra, 2009, p. 16). Using human relation professionals are beginning to better understand employees in a whole new way (Batista et al., 2003, p. 5). Employee manager relation was developed based on similar principles (Krill, 2008, p, 12).

1. Protecting the employee base

2. Nurturing the employee base

3. Increasing the asset value of the employee base more specifically, employee manager relation allows human relation professionals to more accurately identify employee's motivations, needs and preferences as well as better align employment practices to real needs, which minimizes staff turnover and at the same time maximizes staff retention by the definition of more appropriate recruitment profiles. Employee relation is the major factor determining relation the performance of employees through motivating employees, effective communication and good working conditions. It is desirable for an organization to have proper and effective employee manager relation since this enables the personalizing of Employee Relations. Good Employee Relations contributes significantly to the success of the organization and creates world class organization. In every organization there are some unidentifiable issues which lead to productivity gaps. These gaps can be filled through Employee Relations as it acts proactively on those issues which retard productivity (Vineet., 2013, p. 23). Through building and nurturing relations between employer and employees, human relation can facilitate the creation of organizational capabilities such as the ability to locate and share knowledge rapidly and respond faster to market changes (Wargborn, 2008, p. 74). So it can be realized how much the organization can profit from

improved interpersonal relations between members of the firm. The effects of improved employee relations in organizations bring more positive aspects to the firm than just increased employee performance (Gegax, 2006, p. 67). Employee manager relation has a big effect on organizations and employees performance.

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

3.1 Research Design

This research was used descriptive research because it is designed to describe the situation of employee and manager relation in Wolkite University.

3.2 Data Source

The researcher was used primary and secondary type of data source to conduct the study, the primary source of data was collected through questionnaire. The questionnaire was distributed to all the employees of Wolkite University and the secondary data source was used from different books and internets.

3.3 Sampling technique and sample size

The researcher used simple random sampling technique because of to select simple equal Chance employees the researcher used to collect data from employee, the reason for this to all employees, because there are large number of employee in Wolkite university that means there are 1686 employees within the university.

3.3.1 Sample size

To manageable the size of population in Wolkite university there are 1686 total populations. Among these total populations the researcher would take a sample size of 94 employees by using the formula of Yamane, 1967.

1. Assume, the researcher would use 90 percent confidence interval i.e. (error=0.1)

$$\text{Sample size } \frac{N}{1+N(e)^2} n = \frac{1686}{1+1686(10\%)^2}$$

$$n = \frac{1686}{1+1686 (0.01)} \quad n = \frac{1686}{17.86}$$

$$\underline{\underline{n=94}}$$

3.4 Method of Data Analysis and presentation

In accordance with the data collected with different data collection tools, analysis was made. Thus, the analysis of data was done in line with the data type. This means that the data obtained through closed and open-ended questionnaire was analyzed quantitatively, while those obtained through interview and document analysis was analyzed qualitatively.

Then, the data was analyzed and interpreted using different statically tools, Such as tables and percentage. The data was collected through questionnaire, interview and written documents was analyzed and summarized by using percentage, further conclusion and recommendation was drawing.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter deals about the analysis and interpretation of data that is collected from the employees of Wolkite University which has been analyzed and interpreted according to the respondent view.

Out of 94 questionnaires distributed to employees of Wolkite university at 70 questionnaires were collected, and the remaining 14 questionnaires were not returned. Based on collected questionnaires the researcher have been analyzed by descriptive analysis, responses were tabulated ,frequencies, and percentage techniques employed for the purpose of analyzing the collected data and the results were interpreted in the form of statements and the interpretation was done according to the collected questioners.

4.1 Personal information of the respondents

The table below presents the personal information of the respondent in accordance to sex, age, marital status, educational level, work experience.

Table 4.1: personal information of the respondents

No	Character	Option	Frequency	Percentage
1	Sex	Male	46	66
		Female	24	34
		Total	70	100
2	Age	20 -25	26	37%
		26-30	34	49%
		31 -35	10	14%
		36-40	0	-
		41-45	0	-
		46-60	0	-

		>60	0	-
		Total	70	100%
3	Educational back ground	Elementary	2	3
		Preparatory	2	3
		certificate	10	14
		Diploma	10	14
		First Degree and above	46	66
		Total	70	100%
4	Work experience	New	0	-
		2 years	10	14%
		2-4 years	14	20%
		4-8	35	50
		>8	11	16
		Total	70	100

Source: questionnaires survey (2020)

According to the table 4.1 personal information of the respondents', the sex composition were 24(34%) of the respondents are female and the remaining 46(66%) of the respondents are male. This data shows that the number of male is much greater than females. So the researchers advice you to apply equal employment opportunity in the university.

This table shows that out of 70 employees (37%) of the respondent's age are less than 26 years that means it get between 20-25, (49%) of the respondents age are between 26-30.and the remaining (14%) of the respondents are between31-35.This shows that most of the organizations employee is found in productive age group.

From the above table 4.1 the respondent responded the education level were (3%) are preparatory, 3% were certificate, (14%) are diploma, (66%) are first degree and the remaining (20%) of the respondents are above second degree. this indicates that most of the employee of the university have first degree indication level. 14 20 50 16

The work experience of the respondents show that none are new employees, (14%) of the respondents have 2 years work experience, (20%) of the respondents have 2-4 years work experience, (50%) of the respondents have 4-8 years work experience and the remaining (16%)

of the respondents have 8 years and above work experience. The data show that most of the employee of the university has below 8 work experience. So the researcher tries to describe for the manager to used experienced workers to be good at performance.

4.2. General information for the research

The table below describes the general conditions of management and employee’s relation and employee relation policy within the organization.

Table 4.2: Respondents regarding to management and employee relation

1 What is the general condition of management and employee relation in the organization?	No of respondents	Percentage
Excellent	35	50
Good	20	29
Very good	15	21
Bad	0	-
Total	70	100
2 Is there any employee and manger relation policy in the organization?		
Yes	40	57
No	30	43
I don’t know	0	
Total	70	100

Source: questionnaires survey (2020)

According to table 4.2 (50%) of the respondents responded that there is excellent management and employee relation (29%) of the respondent responded that there is very good relation between management and employee and the remaining (21%) of the respondents advice responded there is good relation between management and employees of the organization. The researcher advised you to work more in creating good employees and management relation in the university.

From the above table 4.2, respondents response regarding to employee relation policy, most of the respondents (57%) responded that there is employee relation policy, (43%) of the

respondents responded that there is no employee relation policy and none of the respondents don't give a response about employee relation policy. based on the respondents response the researcher conclude that there is good employee relation policy in the organization due to this we expected that there is good performance within the organization.

4.3 Communication about employee relation policy and degree of proximity among employees;

The following table presents the communication between employee and manager on their performance and the degree of proximity between employee and manager within the organization.

Table 4.3:communication between employees and manager on their performance and degree of proximity between employee and manager within the organization

3 Is there a clear communication between employee and mangers on their performance?	No of respondents	Percentage
Yes	45	64
No	25	36
Neutral	0	-
Total	70	100
4 What is the degree of proximity between employees and management within the organization?		
Very high	10	14
High	30	43
Medium	20	29
Law	10	14
Total	70	100

Source: questionnaires survey (2020)

According to the above table, table 4.3, (64%) of the respondents responded that there is clear communication between employee and manager on employee performance and the remaining (36%) of the respondent responded that there is no clear communication between employee and

managers on employee performance. Based on the given data the researcher concludes that there is a clear communication between employee and manager on employee performance.

Regarding to the degree of proximity between employee and management about (43%) of the respondents responded that there is high proximity, (14%) of the respondents responded that there is very high degree of proximity, (29%) of the respondents responded that there is medium degree of proximity between employee and manager and the remaining (14%) of the respondents responded that there is low degree of proximity between employee and managers. Based on this data the research concludes that there is high relation between employee and managers.

4.4. Respondent’s response regarding to mode of communication and the level of employee promotion in the organization:

The table below presents mode of communication between employee and manager about employee performance, and the level of employee promotion in the organization.

Table 4.4: Respondent’s response regarding to mode of communication and the level of employee promotion in the organization:

5 What is the mode of communication between employee and managers about performance?	No of respondents	Percentage
One way	15	21
two ways	25	36
Both	30	43
Total	70	100
6 What is the level of employee promotion in your organization?		
Very attractive	26	37
Attractive	44	63
Neutral	0	-
Total	70	100

Source: questionnaires survey (2020)

The above table that means table 4.4 describes the mode of communication in Wolkite University which is responded by its employees. As they expressed; (21%) of the respondents

responded that there is one way mode of communication, (36%) of the respondents responded there is two way mode of communication and the remaining (43%) of the respondents responded there is both one way and two way mode of communication. Based on this respondents refers the researcher conclude that there is two way mode of communication which enables the manager to work cooperatively with the organization employee.

In addition to this table 4.4 shows the promotional strategy of wolkite university which is used by managers to attract the employee in their organization; from this (37%) of the respondents responded there is very attractive promotional strategy and (63%) of the respondents responded that there is attractive mode of communication. Since no one responded there was neutral. The researcher concludes that the promotional strategy in Wolkite University is attractive .Therefore employees can easily engaged in to the organization.

4.5 Respondent’s response regarding to time management, and the role of manager and employee’s relation on employee’s performance.

Table 4.5: Respondents’ response regarding to time management, and the role of manager and employees relation on employee’s performance.

7 How managers treat employees regarding to punctuality?	No of respondents	Percentage
Very strictly	30	43
Strictly	10	13
Moderately	30	43
Carelessly	0	-
Total	700	100
8 Do you think that the relation between managers and employees affect the performance of the organization?		
Yes	60	86
No	10	14
Total	70	100

Source: questionnaires survey (2020)

The above table 4.5 shows the responses of the respondents regarding to time management of managers over their employees in the organization. It describes 14(35%) of the respondents responded that there is a very strictly time managements, 12 (30%) of the respondents responded that there is strictly time managements, 14(35%) of the respondents responded that there is a moderate time management and no one responded there is a carelessly time management within the organization. So, the researcher conclude that the time management within the organization is somewhat very strictly and in some extent it is moderate from this the researcher responded that the organization should be use moderate time management strategy than a very strictly time management strategy to have a good employee performance within the organization. Plus to this table 4.5 of second item, describe the relation between manager and employee affects the employee performance ;(86%) of the respondents responded that the relation greatly affects employee performance. From this the researcher conclude that the relation between manager and employee should be good and smooth in order to achieve the goal of the organization and keep the morality of employees to perform in a better way.

4.6 Respondent’s responses regarding to promotional program, measurement of performance and interest differences among employee;

The table below shows promotional program in the organization for employees, the method in which the organization uses to measure the performance of employee, and the interest among workers in the organization.

Table 4.6:Respondent’s responses regarding to promotional program, measurement of performance and interest differences among employee;

9 Is there any promotional program in the organization for employees?	No of respondents	Percentage
Yes	50	71
No	20	29
Total	70	100
10 What is the method in which the organization was to measure the performance of employees in the organization?		

Time line	10	14
Quality services	25	36
Discipline	0	-
By considering all means	35	50
Total	70	100
11 Is there any interest difference among workers in the organization?		
Yes	49	70
No	21	30
Total	70	100

Source questionnaires survey (2020).

From the above table 4.6 out of 40 respondents (71%) of the respondents responded that there is a promotional program within the organization and (29%) of the respondents respond there is no promotional program within the organization.

According to the above table 4.6 the respondents respond regarding to the method that the organization used to measure the performance of employee; (14%) of the respondents responded their performance is measured by time line, (36%) of the respondents responded their performance is measured by quality service, (50%) of the respondent responded that their performance is measured by considering of all means and no one responded discipline performance measurement is used. Regarding to this the researcher conclude that most of the performance of employees is measured by quality service. So it gives an opinion for the manager to use discipline method of measuring performance in the organization.

The above table 4.6 also shows that the respondents respond the presence of interest difference among employees within the organization. This means (70%) of the respondents respond there is interest difference and the remaining (30%) of the respondents respond that there is no interest difference among employee in the organization. Based on the data the researcher conclude that the presence of high interest difference among employee. So the researcher put some comment to the manager to identify the case of interest difference among employees and take some corrective action to narrow the interest difference and come up to understand what is the

employee need and wants look like over their day to day performance in order to fulfill the goal of the organization.

4.7 Respondents response regarding to employee fair treatment and the role of good managerial relation:

The table below shows the fair treatment of employees, and the importance of good management relation for employees ‘performance

Table 4.7: Respondents response regarding to employee fair treatment and the role of good managerial relation:

12 Do you think that there is equal /fair/ treatment of employees in the organization?	No of respondents	Percentage
Yes	55	79
No	15	21
Total	70	100
13 Do you believe that good management ability is always important for employee performance?		
Yes	48	69
No	22	31
Total	70	100

Source: questionnaires survey (2020)

According to the above table 4.7 out of 40 employees (79%) of the respondents responds that there is equal treatment of employees in the organization and the remaining (21%) of the respondents responds that there is no equal treatment of employees in the organization. So based on the information the researcher conclude that there is relatively fair treatment of employee in the organization. For the second item of table 4.7, (69%) of the respondents respond that good management ability is always important for employee performance in the organization and the remaining (31%) of the respondents responds that good management ability is not always important for employee according to the above table 4.7, performance in the organization. So the

researcher advice you to create awareness for employees who respond that good management ability are not always important for employee performance.

CHAPTER FIVE

Conclusion and recommendation

5.1. Conclusion

In the analysis section detail investigation and discussion were presented. In this section the researcher has conclude per the finding as follows. The primary goal of this research has been to be better understand that the condition of employee and management relation in the organization. Depending on the data analysis and discussion in chapter four regarding to sex, the male participation in the organization is dominated over the female employees.

- ❖ Education, especially first degree was a great component in the employee requirement to achieve good employee performance. Based on this level the researcher conceived that the majority of good performance and motivation to work present because the morality of those employees was very active to achieve the organizational goal.
- ❖ Most of the workers had a productive age (20-35). This indicates that the employee force will bring change in performance by the use of their hot energy and soft mind.
- ❖ In the organization the general condition of the relation between managers and employee is good. The proximity of managers and employees is medium and the mode of communication two way, this indicates that the manager should take some management action to change the proximity to become very high, as the mode of communication between them is two ways, the manager should also analysis why and what is the reason of medium relation between them and correct as much as possible.
- ❖ As many respondents respond the presence of good management ability, promotional program, fair treatment of employee and measurement of employee performance was the key issues to take in to consideration to improve employee performance. The

organizations manager should take care for those variables and see their result on employee performance as the respondents put if the above variables are not take in to consideration the morality of employees to their performance becomes decline. Based on the information the researcher concludes that there is relatively fair treatment of employee in the organization. Based on the data the researcher concludes that the presence of high interest difference among employee

- ❖ The researcher concludes that the promotional strategy in Wolkite University is attractive
- ❖ In general, as the researcher analysis the role of employee and manager relation on employee performance in case of wolkite university seems medium in the cause of the medium relation between employee and manager, absence of promotion, unfair treatment of employees, the absence of good managerial ability due to this reason, employees are not performing in a good way and the goal of the organization gets a drawback as expected. So the manager should take analysis, clear communication with employees as well as prepare a conference to know drawbacks clearly and take some measurement action as much as possible.

5.2 Recommendation

This research has tried to examine the relation between employees and managers. The overall recommendation was improvement and reformations are needed accordingly. The recommendation is some specific suggested guidelines like:

- ❖ According to the data were collected in the employee of the organization, female employees participation are less than males, so in order to solve this difference the organization should increase the participation of female employees by giving different treatments like giving affirmative action, motivating and by giving training and the like.
- ❖ The management of the university should strive to eradicate interest difference occurred within employees as well as between employees and managers. By openly discussing the issue, the factor and developing a full range of alternative to resolve the difference.
- ❖ Two way communications instead of one way communication enable the manager to work cooperatively with employees. Hence, this way of communication is value adding in participating employees in decision making process in every activity which results in better performance.

- ❖ The management should strive to strength their relation between the employee and management as well as the relation within employees. Because this will aid to see every activity within the organization in cooperate way.
- ❖ Poor employee and management relation is not good for employee performance of the organization, so the concern body or manager should motivate employees by different incentive methods like increase salary, giving promotion, measure employee performance and award employees who perform in a better way as well as by creating motivation.
- ❖ Good performance is needed to achieve the goal of the organization. The manager of the organization should participate a great role on employees relations between them and advices the employees to consider himself has their brother or sister and put their filling in open way as they fell something which is unsuitable to their performance.

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Married

Unmarried

Divorced

4. Educational background

- Illiterate
- 1st cycle
- Preparatory
- First degree
- Certificate
- Diploma
- Master and above

5. Work experience

- New
- 2 years
- 2-4 years
- 4-8 years
- > 8 years

6. Salary

- < 3000
- 3001 – 4000
- 4001 – 5500
- > 5501

Part two: Information for the research

1.What is the general condition of management and employee relation in the organization?

- Excellent
- Good
- Bad
- Very good

If your answer is either good or bad, explain why and how -----

2. Is there any employee and manger relation policy in the organization?

- Yes
- No
- I don't know

If your answer is yes what is its importance? -----

If your answer is no what is its draw back? -----

3. Is there a clear communication between employee and mangers on their performance?

- Yes
- No
- Neutral

If your answer is no what is the reason? -----

4. What is the degree of proximity between employees and management within the organization?

High Medium

Very high Low

If your answer is either medium or low what are the basic reasons justify -----

5. What is the mode of communication between employee and managers about performance?

One way two ways both

6. What is the level of employee promotion in your organization?

Very attractive

Attractive

Neutral

If your answer is neutral why? -----

7. How managers treat employees regarding to punctuality?

Very strictly

Strictly

Moderately

Carelessly

8. Do you think that the relation between managers and employees affect the performance of the organization?

Yes No

If your answer is yes specify the effects-----

9. Is there any promotional program in the organization for employees?

Yes No

If your answer is yes what type of promotional program did you receive?

Reward Bonus all means

Incentive Educational opportunity

10. What is the method in which the organization was to measure the performance of employees in the organization?

Time line Quality services

Discipline By considering all means

11. Is there any interest difference among workers in the organization?

Yes No

12. Do you think that there is equal /fair/ treatment of employees in the organization?

Yes No

13. Do you believe that good management ability is always important for employee performance?

Yes No

If your answer is yes in what way? -----