

**ASSESSMENT OF EMPLOYEREMPLOYEE RELATIONSHIP MANAGEMENT
PRACTICE (IN CASE OF ZEBIDAR BEER FACTORY)**



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Declaration and confirmation

Declaration

I undersigned student, hereby declare that, this senior research paper is my original work, which has not been presented for the degree in other university and all the sources of materials used for this study have been fully acknowledged.

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Confirmation

This research paper work is conducted under my supervision and fulfils all requirements research standard of the program. I hereby approve the submission of this senior research project for examination.

Name: _____

Signature: _____

Date: _____

Acknowledgement

First of all I would like to thank my almighty God who helped in every activities of my life. Second gratitude goes to my advisor Ms **Wubye M.** for her valuable and continuous suggestion constructive Comment. Thirdly I would like to express my heartfelt gratitude for our family to support by morally and financially.

Lastly, I would like to think for the employees and manager of zebidar beer factory who provide to my all the necessary information and materials whenever I need it.

Acronyms

PDM.....Participating Decision Making

PM.....Participative Management

GFT.....Guaranteed Fair Treatment

GDP.....Gross Domestic Product

LDC.....Least Developed Country

CSA.....Central Statistical Authority

FDI.....Foreign Direct Investment

MOFED.....Ministry of Finance and Economic Development

DMP.....Decisions Making Power

NGO..... None Governmental organization

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ABSTRACT

This research was conducted on the title assessment of employer employee relationship management practice. The main objective of the study was to assess employer employee management relationship practice in zebidar beer factory. The research was descriptive research design. The problem analysis under taken by using different methods of data collection and questionnaire from that of primary data (source) and official documents from that of secondary source data such as literature review and background of the organization. The collected data was analyzed by using descriptive data analysis tools such as tables, percentage and chart consequently both quantitative and qualitative method of data analysis reached into are liable conclusion thus based on the analysis and interpretation of data.

About relationship between employee and management in organization, it indicates that employee say there is no positive relationship between employees and management .it is possible to say absents positive relationship between them its challenge on the organizational productivity. The communication between employees and immediate supervisory in the organization is performed mostly in a daily basis, therefore the management keep this kind of communication between it is kind of indication that the organization has attention to employees and this creates to have sharing of idea between them.

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

In an organization there are a group of individuals who have different interest and attitude toward the organization goals. An organization can achieve its objective only if its members or Staffs coordinate their effort towards a common end. To have this individuals and group in organization an organization must establish a working relationship across organizational boundaries between individual and among group. individual and groups may depend on one another for information assistance of the coordinated action such coordinated action or behavior is not achieved by without good employee employer relation invoices providing fair and consistent treatment to all employees, so that they will be made a human resource strategy that place a high value on employees (Dressler,1994, pp-596).

In an organization participatory leadership style attempts to add a democratic dimension in modern management, which has generally been top down and hierarchical In nature and also participatory leadership style used to day by a number of companies and organization. Understanding how to works will allows you either as manager of employee, to better function in an organization that uses it and where decisions are made with the most feasible amount of participation from those who are affected by the decision (shown grimsly,2003).

Another strategy of enhancing employee relation is to increase or improve communication between employee and employer in the organization or workplace. A flat organizational leadership approach encourages employees questioning, providing feedback and sharing their opinion with management where as a vertical leadership approach restricts employee's communication with the expectation that employees listen to management instructions and follows without response (Nicole papa, 2003).

Motivational system also enhances employee employer relation by creating stems from direct relationships between the worker and the track usually feeling achievement and the stems from work environment external to the task usually applied by some one other the person being motivated (Fred.L. Utlans1995).

Grievance handling and discipline management in an organization taking disciplinary action in the work place is notoriously un-fun for managers and supervisors. Management of disciplinary grievance requires variety of skills and attention to process and if it lacks in either, nit some cases their reputation. To effectively manage discipline and provinces one must know the appropriate methods and laws to handle the process (Deenzo Robbing,1999: pp 380-380).

Therefore, the researchers tried to assess the employee and employer relationship in an organization by considering factors to be focused for enhancing the employee employer relationship. The researcher is motivated to conduct this study because of to point out the problem which are related to employee employer relationship in an organization in case of Zebidar beer factory and to touch the area which are not covered in the previous studies

1.2Statement of the problem

Most theories assure the idea that the effectiveness of an organization depends up on the amount and the quality of the employees it process. But through researchers dictate that good employee employer relationship have a significant role on the productiveness and performance of an organization. In addition, to the quality of manager's leadership and well planned organizational structure (Bhattacharya et al. 2012).

The relationship between the employer and the employee is important, therefore business owners need to pay attention to this relationship if they want their businesses to grow and succeed (Bhattacharya et al. 2012). There are a number of employee retention strategies that business owners can utilize in order to maintain the good relationship they have with the employees.

The challengeable task of every organization at all level is how to build a good relationship between employee and employer. In order to achieve this objective organization should undertake participatory leadership style, good communication, motivational system, rules for grievance handling and discipline, organizational politics and culture, conflict management and other. If one of the above factors absent in the given organization, the organization cannot achieve its goal as it is expected. Because employees are the valuable and they are the back bone of the given organization for achieving its objectives effectively and efficiently. (Dressler 1994).

In order to get employees abilities, skills and experiences, the organizations must solve different problems that related to employee employer relationship. Such problems are less job satisfaction, large turnover intention, increase cost of organization, employees' boredom, decrease quality services; customer

unhappiness's and ultimately decreases the performance of the organization (Gilbert 1998 pp98). Adebayo and Ogunsina (2011); Dartey-Baah (2010); beaset 1994 and lyord (1984); fajana (2002); nick (2010) were conducted study by using supervision, pay, recognition, benefit as employee employer management system. Therefore this study was further situated on assessment of employee employer relation management by using policies, procedure and grievance of communication, compensation and benefits, communication system and management system etc. Thus the major problem that the researchers' want to investigates, in this study are those factors which have to be considered in enhancing employee employer relationship. The researcher intends to conduct in this area because of no studies were conducted in this brewery factory on the employee employer relationship management practice in an organization.

1.3 Research questions

1. What are the policies that related to employee employer relationship management practice in Zebidar beer factory
2. What are the procedures of grievance or compliant handling in Zebidar beer factory
3. How does the organization adopt communication system between employee and employer in Zebidar beer factory?
4. What are the roles of employees in creating goods employee employer relationship management practice in Zebidar beer factory?

1.4 Objective of the study

1.4.1 General objective

The overall objective of this study was to assess employee employer relationship management practice in case of Zebidar beer factory.

1.4.2 Specific objectives

The specific objectives of the study were the following: -

- ✓ To identify the policies that relate to employee employer relationship management practice in Zebidar beer factory.
- ✓ To examine the procedure for grievance or complaint handling in Zebidar beer factory.

- ✓ To examine the good communication system between employee and employer in Zebidar beer factory.
- ✓ To identify the roles of employees in creating good employee employer relationship management practice in Zebidar beer factory.

1.5 Significance of the study

This study will have a significant in helping the organization staff to clearly identify the idea of employee employer relationship management practice. Hence, this study is helpful to the organizations management by allowing the management to see some missed issue. In addition to the stated importance, it helps to shows clearly the effects of employee employer relationship on organizational performance specifically at Zebidar beer factory. And finally, the study was helpthe researcher to acquire more experience on research and it was serve as a reference for other researcher and further studies.

1.6Thescopeofthestudy

the scope of this study was confined to show the labor relationship problems process and possible solution in OF Zebidar Beer factory. The study range from identifying labor relation management problems and observing the impact of on organizational performance or final output of the product primary data were gathered by distribution of questionnaires to selected sample of employees and by unstructured interview. And secondary data which was used the past 5 years record and reports of the personnel department, journals, and News paper. At the end forward best possible alternative solutions.

1.7 Limitation of the Study

This research is limited only to a specific organization. Even though some of its ideas can be used to describe other situations, this study cannot be used to generalize any other research. The researcher was make descriptive research; it describes the state of view as it exists at present, other than this, not responding to the questionnaires on time, not even responding at all may be the limitations throughout the study.

1.8 Organization of the paper

The study consists five chapters the first chapter was a kinds of introduction that contain back ground of the study statement of the problem, research question, research objective, significance of study, scope of the study and limitation of the study, organizational of paper. The second chapter was included review literature. And the third one, which deals with research Methodology. The forth chapter was deals with data analysis and interpretation whereas summary of finding conclusion and recommendation was under chapter five

CHAPTER TWO

LITRATURE REVIEW

2.1 An Overview of Employee Employer Relationship

When an employer hire new employee he /she is not just bringing a new member of the work force abroad: he also starting a new relationships. Because employer and employees often work in close quarters, they necessarily develop relationships. Managing these relationships is vital to business success. As strong relationship can lead to greater employee happiness and even increased productivity employer/employee relation refers to the communication that takes place between representative employee and employees by themselves and their employers: much of the employee relation involve employees and working together (Gilert, 1998:pp.142-146).

2.2 Factors in Enhancing Employee Employer Relationship

2.2.1 Employees participation

Increase employee participation by implementing quality control “circles”. Quality control circles involve a group of five to ten problem solving employees that come together to solve work-related problems such as reducing costs, solving quality problems, and improving production methods. Other benefits from quality control circles include an improved employee-management relationship, increased individual commitment, and more opportunities for employee expression and self-development (Levine, 1990).

According to Levine D.I. (1990) there are four factors must exist for any employee participation program to be successful.

- Have a profit-sharing or gain-sharing plan where both the employee and employee benefit.
- Implement a long-term employment relationship to install job security
- Make a concerted effort to build and maintain group Cohesiveness.
- Provide protection of the individual employee rights.

2.2.2 Communication in organization

Employee (labor) relation activities including communication system through which employees can address their problem and grievance (Harris, demimonde: 1994;pp-7). the purpose of communication program are designed to keep employees abreast of what are few fundamental elements. Organizational communication as briefly stated in many organizations it's one of an incredible source of success in most large organizations. The line of communication are vertically linked closely to management hierarchy the emphases in the sensation is a down ward communication by representative group whether communication channel are vertical. Horizontal or both decisions must be made about method of communication to be used.

2.2.3 Participatory leadership style

Participatory leadership style attempts to add a democratic dimension in modern management. Which has generally been top-down and hierarchical in nature. Participatory leadership as a management style is used today by a significant number of companies and organization. Understanding how it works will allows you, either as a manager or employee, to better function in an organization that uses it. Participatory leadership is a style of management where decisions are affected by the decision (shown Grimsley, 2003).

Types of participation

In a business setting, the level and type and type of employee participation can vary. One form of participatory leadership is representative participation, in which a group of employee is involved in organization decision making. This type of participatory leadership is must more dominant in Europe, where employees may serve on workers councils or even on the board of direction. Another form, more common in the United State, is participatory management, in which subordinates share a degree of joint decision making with their immediate supervisors. For example, a self-managed work team may be responsible for a specific product and may have authority to make decisions relating to work methods, such as scheduling, purchasing, and hiring of members (shown Grimsley, 2003).

2.2.4 Motivational techniques

Job design

The design of an employee's job can have a significant impact on their job motivation. Job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done (Erven, berine, 2012).

According to Erven, berine, (2012) there are four approaches to job design:

Job simplification: the goal of this job design approach is to standardize and specialized task. Unfortunately this approach does not always lead to increased motivation as the jobs can become mundane.

Job enlargement: the goal of this job design approach is to combine tasks to give the employee a greater variety of work.

Job rotation: the key to job design employee motivation, this approach aims to enhance the actual job by building up the employee through motivational factors.

Job Enrichment: the key to job design employee motivation, this approach aims to enhance the actual job by building up the employee through motivational factors.

Several studies validate the effectiveness of using job design techniques as an employee motivation technique. A study conducted by Campion and Thayer (1985) used a job design quaternaries to determine how job designs fostering motivation affected employees.

Campion and Thayer (1985) found that jobs with more motivational features have lower effort requirement, a better well-being and fewer health complaints. The study also found that jobs satisfied and motivated, had a higher rating pertaining to job performance, and had fewer absences. Hack man J.R (1980) conducted a study pertaining to work redesign and how redesigning work could improve productive and motivation through job enlargement or enrichment. The study's results found that redesigning a job can improve the quality of the product or service that is provided increases the quality of work. And can increase work satisfaction and motivation.

The last study on job design was conducted by Dunham e 1977 who wanted to determine if there was a relationship between job design characteristics and job ability compensation requirements. Dunham believed organization were overlooking job ability requirement and compensation when they enlarged or enriched employee's jobs. The study found that organizations were not taking into account the increased job ability requirements that job enrichments or enlargement entail nor were the organizations increasing compensation who were given extra tasks and/or more complex tasks.

Rewards

Using rewards as motivators divides employee motivation into two categories: intrinsic and extrinsic motivation. Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give to you such as money, compliments, bonuses, or trophies (Wiesma, U.J., 1992).

Participative decision-making

Participative decision-making (PDM) is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005). According to Cotton et al. (1988), the format of PDM could be formal or informal. In addition, the degree of participation could range from zero to 100% in different participative Management (PM) stages (Cotton et al. 1988; Black & Gregersen 1997; Brenda, 2001).

PDM is one of many ways in which an organization can make decisions. The leader must think of the best possible style that will allow the organization to achieve the best results (Probst, 2005).

The primary aim of PDM is for the organization to benefit from the “perceived motivational effects of increased employee involvement” (Latham, as cited in Brenda, 2001, pp.28).

“participative management (PM) is known by many names including shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership, open-book management, or industrial democracy” (Steinheider, B., Bayerl, P.S. & Wuestewald, T., 2006).

2.2.5 Advantage of participative management

PM is important where a large number of stakeholders are involved from different walks of life, coming together to make a decision which may benefit everyone. Some examples are decisions for the environment, health care, anti-animal cruelty and other similar situations. In this case everyone can be involved, from experts, NGOs, government agencies, to volunteers and members of the public.

However, organizations may benefit from the perceived motivational influence of employees. When an employee participates in the decision-making process, they may improve understanding and perception among colleagues and superiors and enhance personnel value in the organization.

Participatory decision-making by the top management team can ensure the completeness of decision-making and may increase team member commitment to final decisions. In a participative decision-making

process each team members has an opportunities to share their perspective, voice their ideas and tap their skills to improve team effectiveness and efficiency.

Participatory decision-making can have a wide array of organizational benefits. Researchers have found that PDM may positively impact the following

Job satisfaction

Organizational commitment

Perceived organizational support

Organizational citizenship behavior

Labor-management relation

Job performance and organizational performance

Organizational profits

By sharing decision-making with other employees, participants may eventually achieve organization objectives that influence them (Brenda, 2001). In this process, PDM can be used as a tool that may enhance relationships in the organization, increase employee work incentives, and increase the rate of information across the organization (Anderson & McDaniel, as cited in Brenda,2001).

2.3 Organizational culture and politics

2.3.1 Organizational culture

Organizational culture (aka corporate culture or company culture) consists of the values, norms and behaviors of the people working within an organization and the meaning they attach to their actions and beliefs (Craigvan korlaar,2012).

2.3.2 Components of organizational culture

Branding

Systems (icons, branding, awards peeks,etc)

Values (stated and unstated)

Beliefs (stated and unstated)

Vision and mission statements

Systems

Traditions and habits

2.3.3 Organizational politics

Organizational politics (aka workplace politics or office politics) is when people find ways to gain advantages (e.g access to resource preferential treatment, power) that surpass ones valid authority. Some form of manipulation is usually at the center of organizational politics and thus it is typically reference in a negative light. The goal of evaluating office politics in a partner organization is not so that you feed into this system by directly participating, But so that you can understand and avoid its pitfalls (CraigvanKorlaar, 2012).

2.4 Organizational effectiveness

Composition of people which formulate independent business identify for some specific purpose is commonly known as organizational effectiveness is the notion of how effectual an organization is in accomplishing the result the organization aims to generates. It plays an important role in the accreting organizational development. It is the satisfaction of all constitutes in the process of gathering and transforming inputs into output in an effective manner (mattew ,2005). organizational effectiveness is defined as the extent to which an organization, by the use of certain resource, fulfills its objectives without depleting its resource and without placing under strain on its members and/or society (May Etal, 1996).

2.5 Employees' right to work

The term “right to work” is term that refers to an employee to work in certain states without being required to join a union or pay union dues. Labor union can still represents workers in right 0-to work, state; however, the level of labor union representation in right or state in generally lower than it is in state where there are not to work laws. (Gomes, et al. 2004).

2.6 Employee assistance program

Assistance program:

As with any relocation the overseas transfers require a lot of expenditure for the family of employees some of the assistance program that commonly offered includes;

Household goods tipping and storages

Home sale or rental protection

Automobile protection

Temporary leaving expenses travel

Special emergency return leaves

Education allowance for children and etc (Duecento & robins 199:p-345).

2.7 Compensation and employee benefits;

The goal of compensation is to design cost effective pay structures that will attract motivate and retain competent employee. There are two components of compensation.

Financial compensation

Non-financial compensation

Financial compensation: Direct financial compensation consists of the pay that a person receives in the form of wages, salaries bonus and commission.

Indirect compensation also called benefits inhales all financial regards that are not include in direct compensation also called benefit inhales all financial regards that are not include in direct compensation. It includes a wide variety of reward that is normally received indirectly by the employee. Example of this type of compensation includes. In-service plan social assistance benefit retirement plans educational assistance and paid absence like vacation, holiday, sick leaves etc.

b. Non-financial compensation: consists of satisfaction adperson receipt from the job itself or from the psychological and physical environment in which a person works. it includes responsibility opportunities for recognition. (Neo, Hollenbeck. Gerhadr weight, 2009:p-357).

2.8 Health and Safety policy

This is an arrangement section includes such matters as risk assessments, fire safety, first aid accident reporting electrical safety, work equipment, hazardous substances manual handling and other work place

issues. In large organization the arrangement section may refer to other documents, such as safety manual or safety system of work. All organization employing five or more people must have a written health and safety policy statement. The policy should cover all aspects of the organization and relevant to all employee. A health and safety policy demonstrates how seriously an organization takes its health and health responsibilities. A good policy will show how organization protects those who could be affected by its activities. The policy should be an appropriate length and relevant to the activities and size of the organization (Dessler, 1994pp-601).

2.9 Employee Discipline

Discipline is a procedure that correct or punishes subordinate because a rule or procedure has been violated the purpose of discipline is to encourage employees to behave sensibly at work. When sensible behavior is defined as adhering to rules and regulations (Dessler:1994:pp.597-599).

2.10 The manager and his supervisor

The relationship between higher and lower manager is not just the down word relationship expressed in the term supervisor. It is nonevent two ways and down relationship nit has three dimensions.

For the relationship down from the higher to the lower manager is essentially responsible duty rather than right. Every manager has responsibility down ward to his sub-or finites managers (demimonde: 1994:pp.521-523).

2.11 Grievance procedure

Apportion of most labor agreements is devoted to a grievance procedure. It contains the means where by employee can voice dissatisfaction with and appeal specific management action also includes this solution are procedure that must be followed. The procedure varies considerably between the organizations. The most common strife is as follows:

The employee raises grievance with the employee's co immediate supervisor. If grievance is not settled the employee sees representative (union stewarded) where they agree that there is grievance or fails to persuade the member otherwise they both take of back to the supervisor. If this duals to settle the matter it is taken to the next level of manager possible department head (deenzo and robbing 1999;pp 483-484).

2.12 Reaction of subordinates

Subordinates can manifest many possible reactions when supporter employee specific type of power, Lousier (2005). has argued three are major type of reactions.

Compliance: means that a strict exchange relationship is established between the superior and his subordinates so that they do exactly what is asked of them, but not much else.

Commitment: is the process when by the subordinates are willing to go well beyond the actual detectives of readers to make an organization effect. Commitments subordinate are those willing to put in extra effort on a project to stay late without being paid over time.

Resistance: is likely reaction when corrective power is enjoy being punishes, and they frequently react by activity issued as general rules, subordinate do not resisting among sometimes by damaging equipment and machinery and by making the life of the manager as measurable as possible (Martin J.,1998:pp,272-283).

2.13 Human relations and organizations performance

The term human relation means interaction among people the study human relation looked closely at the way people behave behavior is what people do and say. human relation full behavior the goal human relation is to create a win situation by satisfying employee needs with achieving organization objectives a win situation occurs when the organization and the employees get what want (Martin J.Gannon 1998:pp374).

2.14 Effects of employee relation in an organization

The impact of employee employer relations have on organizational performance differs in according with, the type of relationship that exists between employee representatives and organizational management. In organization that employee people and skilled labors the relationship that exist between labor and management is often amicable because employers have been conditioned to expect union representation with the trades. In other organization, the relationship party wants to make concessions. Likewise, the relationship between employees and their employers largely depends on the ability of employees and management to work together (noet, holei beck, Gerhard Wright; 2009:pp 624-67).

2.15 Organizational behavior

An organization is a group of people working to achieve one more objectives. As individuals and groups interact, their collective behavior constitutes the organization behavior. Thus organizational behavior is the collective behavior of an organization individual and group human relations has an effect and performance. Human relations affect individual and group behavior and resulting effect on organization performance (Robert N.Iussiers.2005pp229).

2.16 Management attitude towards employee employer relation

Management attitudes affect highly employee's performance and work quality. Management attitudes and the way they treat employees affect employee's job behavior and performance. If manager have a positive attitude and expect employees to be highly productizes. A person job satisfaction is asset of attitudes towards work job satisfaction affects absenteeism and turn over which affect performance low job satisfaction often contributes will cost strikes work slowdowns, poor product quality, employee the fit and sabotage. Job satisfaction survey is a process of determining employee's attitudes about the job and work environment. How attitude job satisfactions, self-concept, values and ethics affect behavior, human relations and performance your job satisfaction is based in your attitude which in turn are shaped by your values and ethics yourself concept is your attitude about you. The better you understand yourself and how and why people are deferent the more effective will be you human relation, your attitudes and other attitudes toward you affect your behavior human relations and performance people who have high level of job satisfaction be have well have good human relations and are highly motivated people with positive attitude and personalities with internal locus of control ten to have higher level of job satisfaction and performance (Robert N-Iustier 2005:p233).

2.17 Guaranteed fair treatment

Guaranteed fair treatment is an employer that insures all employees in the organization are treated fairly by providing formalized, well documented and highly publicized vehicles through employees can appeal issues (dessler;1994:p233). If there is guaranteed fair treatment in the organization the employer can possible approach performance. And also conduct promotional and transfer program performance appraisal. It relates to assess of staff or managerial performance in some systematic and planned ways there are several person to appraisal performance. To provide on formation up on which the promotion

and decision can be made. They provide opportunity for reviewing the employees and to motivate employees (Dessler ;1994).

2.18 Empirical Review

This section will be based on past literature from different researchers relating to all variables and how they inter-relate according to the research objectives.

Adebayo and Ogunsina (2011) in a research, Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State police Command, uncovered that supervisory conduct determined a critical impact on job satisfaction of the police staff. The suggestion was that the officers under law based supervision have a tendency to be more fulfilled and inspired at work than the one under dictatorial supervisory styles. Beaset (1994) .affirmed this finding by saying the nature and level of supervision is a central point which can impact the satisfaction individuals get from their work. Likewise Fajana (2002), Rue and Lyord (1984) are in support of the result, that managers who embrace an obliging way towards their workers have a tendency to have more fulfilled work group. Another study carried out by Morse and Reiner (2002) which was carried out with administrative employees in a Large Insurance Company demonstrates that workers under taking an interest or law based supervision showed more positive (fulfilled) conduct towards their job.

Dartey-Baah (2010). find inferring that if administrators and partners, whose assessment is esteemed by employees, perceive employees' commitments by giving acknowledgement where reward is, then employees will be happy with and focused on their work. Dartey-Baah additionally expressed that; acknowledgement is one of the absolute most specified components bringing about satisfaction and dissatisfaction particularly among employees. Flynn (1998). clarifies that rewards and acknowledgement programs keep high interests among employees, improves their assurance and make a connection amongst execution and inspiration of employees. Thus, the key point of reward and recognition program is to characterize a framework to remunerate employees and empower them relating their reward to their execution which eventually prompts to employees' job satisfaction.

Nick (2010). in a study between pay factors and employee satisfaction. Focused on how diverse pay variables impact the apparent employee rewards satisfaction and inspiration on how these two discernments relate. Utilizing arrangement catching information acquired from 26

understudies, this review found a positive connection amongst satisfaction and pay components. Furthermore, employee compensation, satisfaction and inspiration were firmly identified with the way of payment. This review additionally found that the character traits, hazard avoidance, self-adequacy and locus of control generally did not appear to impact the preference with respect to either performance based pay or fixed pay, tangible rewards or non-

2.2.1 Research gaps

The literature reviewed and studied concepts of Employer-employee relationship, supervision, pay, recognition, and benefit and employee job satisfaction. Employee-employer relationship is seen as the communal interaction between a worker and his manager to foster a better work environment which would positively benefit the organization as a whole. Employer-employee relationship starts right from the point of recruitment which takes place to have an insight about the employee. Supervision is the conduct carried out by a superior to monitor the activities of his subordinates and to assist when need be. .

The chapter also reviewed empirical studies on supervision, pay, recognition, benefit from the works of, Adebayo and Ogunsina (2011); Dartey-Baah (2010); beaset 1994 andlyord (1984); fajana(2002); nick (2010);) etc. these literature will provided knowledge on the research subject; however some studies spoke in different areas of operation not necessarily the research focus area but they could be related to the variables. Therefore this study is further will be situated on assessment of employee employer relation management by using policies, procedure and grievance of communication, compensation and benefits, communication system and management system etc.

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research design

This study was conducted through descriptive research design method because this method provide the state of social problems events and structures as it and to describe situation as it exist or informed and structure and detailed information about a given subject and used it in order to address research problem.

3.2 Data type and source

For this specific study the researcher used both primary and secondary source of data. Primary data would be collected by questionnaire and interview from organizations' employees and the management. In addition to the data was collected from secondary data like reports, literatures, and magazines.

3.3 Method of data collection

In order to gather credible facts and relevant information, the researcher used, both closed and open ended questionnaire which are carefully designed and prepared. It is served as the main data collecting instruments to research. And the researcher prepared interview for the manager of the organization

3.4 Population of the Study, sampling technique and sample size

Accordingly, the target populations for this particular study were employees and manager of Zebidar beer factory. As the organization given information for the researcher the total population size was 230 employees.

3.4.1 Sampling Techniques

In this study simple random sampling technique was used in collecting data because, it provides fair way of selecting a sample from a given population. I.e. it gives equal opportunity of being selected.

3.4.2. Sample Size

The total population was 230 but the researcher used 146 employees as a sample by using scientific

formula of Taro Yamane (1967).

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

$$n = \frac{230}{1 + 230(0.05)^2}$$

$$\underline{n = 146}$$

e = margin of error (5%)

where:

n = sample size

N = total population

3.5 Method of data analysis

The gathered or collected data was organized, analyzed and interpreted by using Descriptive data analysis tools such as tables and percentage consequently both quantitative and qualitative method of data analysis reached into are liable conclusion thus based on the analysis and interpretation of the data ,conclusions and recommendation were drawn.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with analysis, presentation, and interpretation of the study based on the data gathered from the respondent's, employees, and manager of organization. The information obtained from, employees and manager were summarized using descriptive statistics where by the row data is computed in percentage, and interpreted through applying descriptive analysis method. From 146 respondents, only 96 respondents were filled and returned back the questionnaire.

4.1 Background of respondents

Table 4.1.1 differentiating employee with their sex

Gender	Frequency	Percentage %
Male	66	90
Female	30	10
Total	96	100

Sources primary data, 2020

As indicated in the above table (4.1) shows that the majority of the respondents are males, and they represent 90% of the study sample compared to females (10%).According to (Gibbons, 2005) the gender differences have modest, adverse effects on employee and management relationship.

It is possible to say that the number of male employee is larger than female employee participants.

Table 4.1.2 differentiating employee with their age

Age	Frequency	Percent
Less than 25	11	11
25 to less than 30	45	47
30 to less than 35	30	32
40 and more	10	10
Total	96	100

Source primary data, 2020

From above table 2 shown that the age characteristics of the employee 47% or the sampled respondents lies in between the range of 25-30, 32% of them are in between 30-35, 11% of the sampled population are in the range of less than 25 and the remain 10% are above 40 age.

According to (Pfeiffer 1983), Manager – employee age difference does not affect employee relationship.

This indicated that in this factor that age of most employees is 25-30 while creates good way for productivity and profitability of the factory.

Table 4.1.3 marital status

Marital status	Frequency	Percentage %
Single	38	40
Married	42	44
Divorced	16	16
Windowed	-	-
Total	96	100

Source primary data 2020

According to marital status the majority of respondents or 44% were married while 40% of the respondents are unmarried (single) and divorced about 16% of them.

It is possible to say that the majority of respondents are married (and the other is single (unmarried) and divorced)

Table 4.1.4 duration of experience

Work experience	Frequency	Percentage %
Less than 3 year	30	31
3-5 year	40	42
5-8 year	26	27
Above 8 year	-	-
Total	96	100

Source primary data 2020

From above table 4, 42% of the respondents of work experience are from 3-5 year. 31% of the respondents work duration is presented less than 3 year and 27% of the respondents work duration are above 5 year but less than 8 year of the experience. In this organization or factory there is no employee with above 10 year experience.

According to (Gomez and Rozen, 2001) employees work experience is one of the most important factors between the employees and management relationship and it leads to quality relation with their managers.

Table4.1.5 educational status

Educational status	Frequency	Percentage %
Master	18	19
Degree	40	42
Diploma	35	36
10 ⁺²	3	3
Total	96	100

Source primary data 2020

Looking at educational level of information, the greater portion accounting for degree by 42%.while 36% where diploma and 3% of respondent is 10+2.

According to (turner 1987) .promotion rates will be lower among employees whose educational level is lower.

It is possible to say that most participate or employee in the factor is above diploma. Thus we can analysis that the majority of respondents within the organization are educated.

4.2. Research related questions

Table 4.2.1. The frequency of communication with immediate super visor

1.How frequently the employee s communicate with their immediate supervisor	Frequency	Percentage %
Daily	44	46
Weekly	31	32
Monthly	21	22
Quarterly	-	-
Total	96	100

Source primary data 2020

According to table 4.2.1 indicated of 46% the selected respondent replied that they are communicated with their supervisor in daily, where as 32% of the respondents communicated with their supervisor weekly, 22% of the respondents communicated with their supervisor monthly.

Generally this indicates that there is smooth way of the workers can communicate with their supervisor, and that reduce the weakness and increase the strength of the employee in terms of providing information and getting back it. Immediate supervisor influence on work experience is greater affects employees' motivation (Rad ,2006).

We can infer that the relationship between employees with their immediate supervisor were satisfactory.

4.2.2 Interactions with in organization employee and employer

Table 4.2.2 interaction with in organization employee and employer

2. Do you have better interaction with in organization employee and employer	Frequency	Percentage %
Yes	43	30
No	53	70
Total	96	100

Source own survey 2020

The above table indicated 53% of the respondent said there is no positive interaction between employee and employer and 43% of the respondents said that there is a possible relationship among the employee and employer. As the majority of the respondent indicates no positive relationship between employee and employer

According to (On yango) employee and employer relationship is important in organization to improve the productivity).

They indicates that the reason behind is because of conflict, Salary payment, workload, no reward mechanism for best performance employee.

4.2.3 Improve employee and management relationship

Table 4.2.3 improvement of employee and management

3.Which method used to improve employee and management relationship	Frequency	Percentage %
Training	47	49
Compensation	14	15
Improve salary	35	36
Total	96	100

Source own survey 2020

As shown in the above table 49% of the respondents replied that training can improve employee and management relationship and 15% replied that compensation has improve relation. 36% replied that improve salary has improve employee and management relationship and this leads the training and improve salary greater improve employee and management relationship in the company. Training contributes having new information and skills that help to improve productivity (on yango, 2014).

Table4.2.4 level of relationship in the organization

4.To what extent employee relationship in your company	Frequency	Percentage %
Very good relationship	6	6
Good relationship	40	42
Poor relationship	50	52
Total	96	100

Source primary data 2020

From the above table 4.2.4, 52%the respondents said that there is poor relation among employee and management in the factor, and 42% of respondent said that good relationship between employee and management in the factory .and 6% of respondent said that very good relationship between employee and management in the factory.

Good relation can earn the locality and commitment of the employees (armsong m, 2009). It is possible to say that level of relationship between employee and management in the company were poor relationship.

4.2.5 Employee in decision making

Table 4.2.5 the involvement of employee in making decision

5. Employees are involved in organization decision making	Frequency	Percentage%
Yes	56	58
No	40	42
Total	96	100

Source primary data 2020

According to the above table, 42% of the respondent said that factor does not give change for employee to make decision in current issues and the rest 58% of respondent said that there is chance to make decisions in current and non- current issue . Employee's participation in decision making improve their performance (and song et al-2012). there for it can be concluded that the organization give chance of making decisions and having to be involved in decision.

4.2.6. Employee selection and recruitment process

Table 4.2.6 selections and recruitment process in the company considered fair.

6.Employee selection and recruitment process in the company considered fair	Frequency	Percentage%
Strongly agree	40	42
Agree	25	26
Neutral	-	-
Disagree	25	26
Strongly disagree	6	6
Total	96	100

Source primary data 2020

From the above table 42% the respondents said that there is strongly agree, 26% of respondent said that agree, 26% of the respondents said that disagree. Employee relationship management components are crucial function of human resource management (sinha.2013). It is possible to say that selection and recruitment process in the company considered fair.

4.2.7 Employees' treatment

Table 4.2.7 The Company treats employees fairly without discrimination

7.The company treats employees fairly without discrimination	Frequency	Percentage%
Strongly agree	24	25
Agree	50	52
Neutral	-	-
Disagree	15	17
Strongly disagree	7	6
Total	96	100

Source primary data 2020

As shown on the above table 52% of the respondents agree that there is fair treatment of employees in the factory, 25% of the respondents strongly agree that there is fair treatment of employees, 17% of the respondents disagree that there is no fair treatment of employees in the factory, 6% of them are strongly disagree and there is no neutral respondents. Therefore the majority of the respondents agree that there is fair treatment of the employees in the factory.

4.2.8 Different communication applied

Table4.2.8: is there different communication applied in your company?

8.Is there different communication applied in your company	Frequency	Percentage
Yes	56	58
No	40	42
Total	96	100

Source 2020

As shown in the table above, 58% of the respondents replied yes, and 42 % of the respondents replied no. therefore the majority of the respondents said there are different communications in the zebidar beer factory.

If your answer is yes for the above question how did it know specify

The respondents replied the communication in the factory undertaken on the bases of meetings discussions related to different situations with employees and management.

4.2.9 Employee’s training

Table 4.2.9 the need of employees training are discussed with the manager

9. Employees training needs are discussed with the manager	Frequency	Percentage
Strong agree	40	20
Agree	10	50
Neutral	-	-
Dis agree	40	20
Strongly disagree	10	10
Total	96	100

Source primary data 2020

From the above table 20% strong agree 50% agree 20% disagree 10%strongly agree that management provides appropriate training for staff to enable them to do their job (alquranan 2o11). From this table the researcher generalizes that need of employee’s training is discussed with the manager.

Table 4.2.10: There is communication system through which employee can address problem?

10. There is communication system through which employee can address problem	Frequency	Percentage
Yes	60	63
No	36	37
Total	96	100

Source: own survey 2020

As shown on the above 63% of the respondents replied yes and 37 % of the respondents said no. The majority number of respondents replied there is communication system through which employee can address their problems

What are the policy and procedure that used to manage employee employer relationship?

According to responses which is analyzed about different communication policy in factory of the replied that they are used different communication policy in the company. Some components are suggested by respondents of the company that are:

- ❖ Suggestion box
- ❖ Face to face
- ❖ Meeting

How Employees play a great role to have better relationship with the organization

The respondents replied, employees play great role in the organization to have better relationship between employees and management by using different communication channels. They said for any problems raised in the organization, the employees discuss with the management.

Interview question for manager of the beer factory

The responses given by manager related to policies that related to employee employerrelationship management practice are as described or analyzed as below

Financial compensation: Direct financial compensation consists of the pay that a person receives in the form of wages, salaries bonus and commission.

Indirect compensation also called benefits inhales all financial regards that are not include in direct compensation also called benefit inhales all financial regards that are not include in direct compensation. It includes a wide variety of reward that is normally received indirectly by the employee. Example of this type of compensation includes. In-service plan social assistance benefit retirement plans educational assistance and paid absence like vacation, holiday, sick leaves etc.

b. Non-financial compensation: consists of satisfaction a person receipt from the job itself or from the psychological and physical environment in which a person works. it includes responsibility opportunities for recognition. (Neo, Hollenbeck. Gerhadr weight, 2009:p-357).

As information given by the manager, the following are procedures of grievance or compliant handling in company;

Promoting a positive culture; the compliant handling manager should be the internal face of the compliant handling team should promote positive culture.

Integrating complaint information; compliant handling manager should be consulted when agency is evaluating its existing systems, implementing new process or extending its existing business.

Following up; compliant handling manager should bring systematic issues and weakness that are identified through the complaints system to the attention of governance committee.

Keeping informed; compliant handling manager must keep up to date with best practice regularly review the agency's complaints handling system

As manager given information for this question, communication systems are the various processes, both formal and informal by which information is passed between the managers and employees within a business or between the business itself and outsiders'. Therefore managers need to understand and eliminate the common obstacles that prevent effective communication

Employees are discussing in every situation related to theirs and company's communication system in the brewery. Smooth relationship between employees and management in the brewery is a common way of handling complaint system. Therefore employees has a role in creating good employee employer relationship management practice in Zebidar beer factory

CHAPATER FIVE

5. Major finding, Conclusions and Recommendations

5.1 Findings

This research has various analysis techniques and research methods that encounter at zebidar factor. The research includes introduction, material or literature reviews and methodology, conclusion and recommendations

The majority of the respondents are males, and they represent 90% of the study sample compared to females (10%)

Employees play great role in the organization to have better relationship between employees and management by using different communication channels.

Majority (52%) of the respondents agree that there is fair treatment of employees in the factory

Different communication policies in factory are used in the company. Some components are suggested by respondents of the company that are: Suggestion box, Face to face and Meeting

The majority number of respondents replied there is communication system through which employee can address their problems

Majority (52%) of the respondents said that there is poor relation among employee and management in the factor

As 53% of the respondent said there is no positive interaction between employee and employer and 43% of the respondents said that there is a possible relationship among the employee and employer. Therefore the majority of the respondent indicates no positive relationship between employee and employer in the factory.

5.2 CONCLUSION

Result analysis conclusion and recommendation are as follows

It has been found that in the zebidar factor the number of male employee is larger than female employee participants.

The majority of the employees within the organization are not much educated.

It has found from the majority respondent on the present performance appraisal system. The employees were not satisfied on the organization.

As the policy of the organization most of the time it uses meeting as type of communication.

From the aggregate response of respondents said that factor does not give chance for employee to make decision in current issues non –current issue. So it creates some misunderstanding on the organization way of achieve among the employee.

About relationship between employee and management in organization, it indicates that employee say there is no positive relationship between employees and management .it is possible to say absents positive relationship between them its challenge on the organizational productivity.

The study has found out that there is no clear way of salary increment and management inability to accept suggestion. This has decrease employee creativity.

The managers could not use suggestion reflected from the employee which could be one-way of creating good plan and strategy for productivity of the organization.

The analysis from the data collected on the decision making has given the following reason why they do not have involvement. They do believe that they are not involved due to:-

- ✓ Miss perception of the manager on the employee

- ✓ Less confidence on decision making of the employee
- ✓ Level of education
- ✓ Discrimination
- ✓ Principle | rule of the factory

Some of the respondents indicated that the major impact of the employee relationship on the production process of the organization are :- It reduce the quality the output ,over lapping the process schedule , also reduce the customer of the organization ,may create opportunity to stopping the plant and reduce the organization profit and maximize the cost of the production

5.3 RECOMMENDATON

On the basis of the following recommendation forwarded to point out those areas that require further improvement.

- It is better to recognized the organization hires qualified, professional and well experience employees , in such away the organization have been produced quality product and Maximizing the productivity rate .
- Whereas the factory or organization should participate employee in every activity and decision manner, to build up capacity, upgrade the skill of production techniques, quality, control conducting training and workshop for employee and creating good relationship between the managers and technical skill employees.
- The management should allow and encourage their employee to have involvement in decision making.
- The organization needed to achieve the objectives and increasing the productivity, in order to concerned incremental use of to increasing salary of employees can be earns.
- The concerned body should evaluate every activity in organization and to gives performance feedback to employees and managing utilization of resource in order to accomplish the objectives of the factory.
- As it can be seen in the finding that the organization provides as soon as needed. Therefore this creates and conductive environment to employees and make them productivity. So the organization must keep providing the resource to make employees to be more productivity ever before.

- When training one provided to employees it must or should improve employee's motivation and their technical skill as long as its objective is to increase productivity.
- The communication between employees and immediate supervisory in the organization is performed mostly in a daily basis, therefore the management keep this kind of communication between it is kind of indication that the organization has attention to employees and this creates to have sharing of idea between them.

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7, which method used to improve employees and management relationship ?

Training

Compensation

improving salary

8, To what extent employee relationship in your company?

very good relation

good relation

poor relation

9, Are there employees involving in decision making

yes

no

Employee relationship management components

10. selection and recruitment processes in the company considered fair.

strongly agree agree neutral disagree strongly dis agree

11, Employee s training needs are discussed with the manager?

strongly agree agree neutral disagree strongly dis agree

12. The company treats employees fairly without discrimination

strongly agree agree neutral disagree

13. Is there different communication applied in your company?

yes no

14 If your answer is yes for the above no. 13 question how did it know specify

15, There is communication system through which employee can address problem?

yes no

16, Employees are involved in organization decision making.

yes no

17, There is procedure that employees can policy dissatisfaction and appeal specific management action

yes no

18, Do you have better interaction with in organization employee and employer

Yes no

19, How Employees play a great role to have better relationship with the organization

20, what are the policy and procedure that used to manage employee employer relationship

Interview question

1. What are the policies that related to employee employer relationship management practice in Zebidar beer factory?
2. What are the procedures of grievance or compliant handling in Zebidar beer factory?
3. How does the organization adopt communication system between employee and employer in Zebidar beer factory?
4. What are the roles of employees in creating goods employee employer relationship management practice in Zebidar beer factory?

