

**ST. MARY'S UNIVERSITY COLLEGE**

**FACULTY OF BUSINESS**

**DEPARTMENT OF MANAGEMENT**

**ASSESSMENT OF EMPLOYEE-MANAGEMENT**

**RELATION IN UNITED BANK S.C**

**BY**

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**SMUC**

**Addis Ababa**

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**Assessment of Employee Management Relation in United Bank S.C**

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## DECLARATION

I the undersigned declare that this senior essay is the original work of mine, prepared under the guidance of instructor Ephrem Admasu. All sources and materials used in this study have not been examined before by the examiner committee of any other institution.

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**ASSESSMENT OF EMPLOYEE-MANAGEMENT  
RELATION IN UNITED BANK S.C**

**BY**

**ABERE TADESSE**

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# CHAPTER ONE

## Introduction

### 1.1 Background of the study

Even if the primary motive of financial institutions is seeking profit, they play a vital role in the economy. Commercial banks are among them in a position with extension of loans and advances to business entities and individuals.

Facilitating funds to customers which are engaged in different industries like trade, agriculture, construction and industry in the economy is Bank's main function.

Although they are facilitating funds to the business world, Banks also need funds and they got their funds from customers in terms of deposit (Annual report: 2008/2009)

The objective of each bank is to be one of the leading banks in the country. In connection with this, a bank that has a good /smooth employee management relation is advantageous to keep existing customers satisfied and retained and attracting new customers so as to enhance the banking operation and achieve set business goals. This would be possible only when employee-management relation is smooth.

It is known that the very purpose of managers is to organize all the available resources and to channel them in such ways that enable an organization to achieve its objectives. Managers supervise many employees as part of their work. In doing so, they come across different employees behaviors and attitudes (Erkata 2001,pp.8-9)

An employee-management relation is a crucial factor for productivity and performance. But no matter the technology, the quality of input, or the set of objectives, the fate of an organization depends on the human element aspect of the organization.

Moreover, it is obviously difficult for an organization to operate smoothly and attain its objectives if there is a poor employee-management relation in the industry (Walelign 1999,pp.1-5)

## **1.2. ORGANIZATIONAL BACKGROUND OF THE BANK**

United bank S.C ("the bank") was established in Addis Ababa in 1998 and is registered as a public shareholding company in accordance with the provision of the licensing and supervision of Banking Business proclamation no.84/94 and the commercial code of Ethiopia 1960 with subscribed capital of 50 million birr. Currently the bank has a paid up capital of 330 million birr and 41 branches throughout the country. The bank provides general commercial bank services: it accepts deposit (saving, time and demand deposits), provide loan (both short term and long term), international bank service and money transfer services etc.

United bank also accepts and in cash international debit cards of J.C.B and master cards. The bank has implemented automated service three years ago. In addition to this the bank introduce internet and SMS banking service, which enables its customers to have access on their account balance without going to their respective branches. The bank has created job opportunity for more than 1,309 individual at different level in the head office and branches with contractual and permanent agreement (Annual report: 2008/2009)

## **VISION OF THE BANK**

United Bank's vision is to be "the Preferred Bank". (Annual report: 2008/2009)

## **MISSION OF THE BANK**

The bank mission is to render quality commercial banking services to the best satisfaction of its customers; to enhance shareholders' value; to be one of the best employers in the industry; and to discharge its corporate responsibility to both the community in which it operates and the environment which it shares with the world. (Annual report: 2008/2009)

## **VALUES**

The customer is the bank's life line.

The bank invests on its employees and dignifies them.

The bank is committed to quality.

The bank is a responsible corporate citizen.

The bank works towards profitability and growth.

The bank values honesty, integrity and loyalty.

The bank lives its values. (Annual report: 2008/2009)

### **1.3 Statement of the Problem**

Effective managers can create comfortable situation in the working environment and can enhance the performance of employees in their respective work by initiating the employees with different mechanisms. As a result of this, the organization builds a

good image in the eyes of customers. Wherever a problem exists in the employee-management relation, it would be difficult for the organization and employee to achieve its objectives. If the managers know appropriate behaviors /styles of leadership, they would be able to manage their follower effectively and the organization can be more profitable and attractive. Moreover, it can create a comfortable working environment for employees. From observation and friends in different branches, there is a relation problem between management and employees of the bank like assign employees long distance, unfulfillment of working materials, office layout etc . If there is no good employee-management relation, employees would not complete the work as it is needed to be accomplish and this significantly affects the organizations and employees performance and goodwill. In this circumstance, mutual-understanding is crucial and good employee-management relation plays a vital role. From the preliminary investigation, the student researcher found gap between employees and management relation in the organization which necessitated the research.

With this thinking, the study would try to address the following basic research questions.

#### **1.4 Basic Research Questions.**

- ❖ What are factors affecting smooth employee management relation?
- ❖ How the management is trying to solve complaints from employees?
- ❖ What is the effect of the existing employee management relation on the performance of employees?
- ❖ What should be done in order to improve their relation?
- ❖ Dose management creates awareness to employees about human resource management policy?

#### **1.5 Objective of the study**

The major objective of this study was, therefore, to investigate through an extensive review of a related literature and empirical evidence, the factors that are affecting the

relation between employees and management of the bank. In general, the study would aims at identifying the significant causes of the employee's management relation problem in the case of United Bank. In addition to the above general objective, the study would have the following specific objectives.

- Identifying factors that are affecting smooth employee management relation.
- Investigate how the management is trying to solve complaints from employees
- Investigate the effect of existing relation on the performance of employees?
- Identify the way how the management creates awareness to employees about human resource management policy
- Identify the way to improve their relation

## **1.6 Significance of the study**

Smooth employee management relation is one important area in personnel management. Therefore, the study helps:

- The human resource manager to identify the different factors that affect employee management relation and to devise programs to address those causes,
- The finding may generate awareness among decision makers and encourages the promotion of efficient managerial approaches in designing relation policy. And enhance the overall performance of employees and the company.
- The finding of this study may also serve as stepping-stone to other researchers for further investigation in the area.

## 1.7 Delimitation of the Study

Currently United Bank S.C has 42 branches throughout the country. The scope of this research paper was limited to Ten branches of United bank S.C which are located in Addis Ababa. As the distribution number of branches is large it was hardly possible to include all branches in the study. Furthermore, the student researcher faced time and financial problem. Because of the above reasons the study includes only samples selected from ten (10) branches. In addition, because of the reason that covering the long period would difficult, the time coverage of the study would be from the year 2008 to 2010

## 1.8 Definition of terms

**Management** is a form of work that involves coordinating an organization's resources like land, labor, and capital toward accomplishing organizational objectives. (Leslie W. and Lloyd L. 11:1992)

**Employee** a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business., ([www.yahoo.com/dictionary.reference.com/browse](http://www.yahoo.com/dictionary.reference.com/browse))

**Employee management relation** an existing connection, a significant association between manager/leaders and workers or among things., ([www.yahoo.com/dictionary.reference.com/browsw](http://www.yahoo.com/dictionary.reference.com/browsw))

## 1.9 Research Design and Methodology

### 1.9.1 Research design

The research design employed in the study to answer the basic research question was descriptive study.

### 1.9.2 Population and sampling technique

Population of the study included management staffs and employees of United Bank S.C 10 branches. The student researcher used stratified random sampling technique and simple random sampling technique to select respondents. Total population consisted of 450 staff members of 10 branches. Out of which the management group were 40 and the remaining were employees. Moreover, the management staff was selected using purposive/convenient sampling. Convenient sampling is suggested whenever there is intention of reducing transportation cost, time and selected organization have enough source of information for the study (Thankur,1998:39)

No	Department	Population No.	Percentage	Sample Size
1	HRM	50	30%	15
2	FINANCE	50	30%	15
3	IT	20	30%	6
4	CONTROL	30	30%	9
5	OPERATION	300	30%	90
	TOTAL	450		135

### 1.9.3 Types of data used

This research used both primary and secondary sources of data related to employee-management relation. Primary data was obtained through questionnaire and secondary data was considered from annual reports, collective agreements, books and internet.

#### **1.9.4 Methods of data collection**

To collect primary data questionnaire was distributed for both employee & management respondents. Secondary data is considered from annual reports, collective agreements, books and internet.

#### **1.9.5 Data analysis method**

After gathering all the relevant information/data, the collected data would be analyzed using percentages and tables.

#### **1.9.6 Limitation of the study**

The major limitations encountered in the course of the study, among others, include:

- A) Inadequacy of recent reference books and materials on employee management relation
- B) It was hardily possible to include all branches under this study and this will cause a little bit sampling error
- C) In order to get a clear picture of the factors that influence relation, the study should have been extended to cover wide areas and large sample size. But due to time, financial constraints, etc the study is limited in a limited sample size and confined to Addis Ababa

### **1.9.7 Organization of the study.**

The research paper is incorporate four chapters. The first part is introduction part which includes background of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study, organization of the study and research design and methodology.

The second chapter is incorporate related literature review which helps to get experience from earlier researchers. And the third chapter will be about data analysis and interpretation. The last chapter will deals with the summary, conclusion and recommendation par

## **CHAPTER TWO**

## Review of Related Literature

### 2.1. Historical, Development of Relation and Management

In study of human- relation, it is highly important that the historical development as took place, at their different stages, in relation between the employer and employee be analytically reviewed and considered to have a rational and correct understanding of the present concepts of human relations (Nirmal.S, 2002:1)

The first ever written records over 5000 years old of ancient Egypt and Assyrian Writing on the walls of the pyramids and on the sun baked tablets of day, provide the ruthless example of conspicuous absence of, human relations' in work situations. (Ibid)

In the beginning of the ancient and early medieval period in the work situations, most members of the work-groups were considered as 'slaves'. Virtually speaking, they were regarded as personal property of their masters, which could be purchased and sold like any other property. These slaves, so to say performed all types of menial tasks and also specialized responsibilities in agriculture and military service. Truly speak very little affection was paid to them as "human beings." (Nirmal.S, 2002:1-2)

Say about A.D.800 there came, in further development of the master and 'servant' relationship. This later comes to be known as the managerial and status system under which the employers and employees functioned. (Ibid)

As the time rolled on, the 'servants' came to be called workers acquired skilled workmanship; they were allowed to salver their release from bandage after certain payments as stipulated by their masters (come to known as employers). This man new acquired the status of free independent workers. (Ibid)

As some skilled workers originally taken in as slaves, later turned in to servants (serfs), gained further proficiency and specialization in their skills and crafts, they came to be known as free artisans'. They could sell their products independently like any other craftsman - shoe - makers, building tradesmen, blacksmiths carpenters, electricians, or any other professions engaged in such crafts in the modern society. (Ibid)

With the advance of industrial revolution, there came about very rapid and drastic changes, which continued on with still greater momentous and revolutionary changes, as we will discuss in here.

With production process having undergone changes vastly and with the explosion of markets and trade, there grew up the need for production of specialized items for wider markets. The traveling traders brought the supplies of raw materials to the craftsman's houses and wanted them to produce material as per their specifications and standards up on a piece- rate basis. They obtained supplies and sold the finished products.

Industrial revolution on its rapid strides brought in, the stirring inventions, such as the power loom, the steam engine and the spinning jenny. This was during the period between 1700 & 1800. (Ibid)

The impact of scientific management on human relations basically the scientific management, purported to be more or less for the benefit of the employers, and this better looked their profitability (Nirmal.S, 2002:7)

Modern management is setting very much human relation can conscious. This is as a result of their trying to hold and conserve the best from the past, and adding to it, the vast and newest managerial knowledge, and 'doing' (Nirmal.S, 2002:12)

Human relations training programmers at various management levels in the business industrial organizations are emphasized for the achievement of organizational objectives (Nirmal.S, 2002:13)

Systematic and analytical research is being pursued to discover employees behavioral and attitudinal reactions with their supervisors and managers can be improved and rendered more effective, cooperative helpful and friendly. (Ibid)

Participation of employees in the management decision making is being very much encouraged. This is intend to go along way in toning up the morale of the workers, 'which will help the managements to win over workers' loyalty and thus motivate them to greater productivity. (Ibid)

### **2.1.1 Meaning of Management**

**i.** Management as an economic resource. According to an economist, Management is one of the fanfares of production, because it assemblers and integrates the other factors.

**ii.** Management as an activity. Management is not simply an art of getting things done by others but involves performance of many other activities in managing an origination which may include decision making, communications delegation of authority, creation and maintenance of inter personal relationship with subordinates, peers and superiors

**iii.** Management as a class or elite. Sociologists look upon Management have become very powerful group.

**iv.** Management as a process. Management is a process petting things done by others by planning, organizing, staffing, directing and controlling activates of

others. It is a result-oriented process which determines the role of managers. It is a result-oriented process which determines the role of managers. In the process of management, many functions are performed by the manager which is known as management functions.

**v.** Management as a system of authority. Experts in the field of administration consider management as a system of authority. According to Taylor, and within itself it is bound together by a web of relationships between superiors and subordinates. "There is a hierarchy of authority. Managers at different levels possess varying degrees of authority.

**vi.** Management as a group of individuals. The process of management is getting in motion and knowledge of management is used in practice by an individual or group of individuals known as managers. These managers belong to a class or a section of people enjoying authority status and respect of society.

**vii.** Management as a separate discipline. As a field of study or academic discipline, management is an organized body of knowledge. It is comparatively a new field of learning and is being taught in different branches of management.

**viii.** Management as a force. The term management may be interpreted as a force which guides people in a group, coordinates their efforts and makes the organization more productive and purposeful (Amarik.S & Neveen.K,2003:3-4)

## **2.1.2 Employment Environment**

A popular framework for summarizing the outside factors that can influence the employment relationship is PEST. According to this framework, the following are the main outside factors.

- Political/Legal-government stability, attitudes forwards the employment and other legislation.
- Economic-stages in the business cycle, unemployment, inflation, interest rates.
- Social-population changes, income distribution, education and training, attitudes to work and leisure.
- Technological-new discoveries and developments government spending on and promotion of research, speed of technological transfer.

All of the above can offer the nature of the employment relationship (Jane. W, 1999: 54)

### **2.1.3 Employee Relations**

The dilemma for people managing in organizations is that the flexibility of what can be done is often influenced by events outside their own control and even outside influences can also affect the very nature of the employment relationship. This relationship can give rise to conflict and co-operation, confusion and contradiction and a variety of power distributions.

It is acute misunderstanding to believe employee relation is only a relevant management activity if the organization deals with trade unions. In non-unions environments, as in unionized ones, collective relationships exist. In non-union firms there are employee representative bodies and just as unionized environment, employee grievances have to be resolved disciplinary matters processed, and procedures devised, implemented, operated and monitored. Employee relations knowledge, understanding and skills acquisition are just as relevant to non-union environments as unionized ones (John. G & Graham.J, 1999:1)

An important employee relations concept is the relative balance of bargaining power between the buyers and sellers of labor services, and that important determinants of this relationship are external to the organization (for example, government economic and legislative policies). (Ibid)

Changes in the corporate environment influencing the balance of bargaining power help to explain changes over time in the employee relations behavior of employees and employers in terms of processes used, the subject of rules, regulations, agreements and their authorship (John. G & Graham.J,1999:3)

Personnel managers/professionals require an understanding of the impact of changes in the corporate environment on management employee relation strategy, policies and agreements in order to predict the impact of possible external changes on the organization's employee relations and how they might seek to mitigate it (Ibid)

In conducted their employee relations activities, professional managers should behave in a fair and reasonable manner and seek to persuade their management colleagues to behave in a like manner. (Ibid)

It is important personnel managers appreciate that the underlying principle of employee relations procedures is that they establish standards of behavior which will be pass the tests of reasonableness. Change and innovation in employee relations policies and practices to gain a competitive advantage or to deliver a service at a higher quality is essential in a modern competitive economy. (Ibid)

#### **2.1.4 Employee Relations Activities**

The purpose of employee relation activity is to reconcile the different interests of the buyers of labor service (employers) and the sellers of labor service (employees) and in so doing assist the organization achieve its business and/or social objectives. This difference of interests revolves around the 'price' (including the

quality and quantity) at which labor services will be bought and sold. Although there is this difference of interest, both management and employees have a common interest in reconciling these differences. The alternative is mutual destruction of the organization. The closure of the enterprise is of no benefit to employers or employee's .There is mutual advantage to both employers and employees in resolving their differences as buyers and sellers of labor market services (John. G & Graham.J,1999:6-7)

Employee relations procedures provide fair and reasonable standards of behavior to resolve in a peaceful manner issues over which employers and employees have differences. Such procedures normally cover issues such as employee complaints against the behavior of employers (known as grievances), employer complaints about the behavior of employees (referred to as disciplinary matters) (John. G & Graham.J,1999:7)

The content of agreements rules and regulations and the employee relations processes used to secure them reflect the relative balance of bargaining power between employers and employees. A further factor in the external corporate environment influencing employee relations is the implementation, by employers, of technological change. The balance of bargaining power is a central concept that needs to be understood by employee relations managers. (Ibid)

### **2.1.5 Employment Relationship**

The relationship between employers and their employees can be described in many ways. Any relationship is formed within a context of rights, expectations and

obligators on the part of party to it. Some of these are unspoken, in others there is a need for negotiation.

Relationships are also influenced by cultural norms of what is and what is not acceptable about the balance of power.

The balance between the organization and the individual has been summed up in the phrase 'psychological contract'. The psychological contract is like the implied terms of a legal contract much of it is assumed and unspoken. It includes factors that affect feelings, motivation and loyalty. The climate of the organization and the nature of management style which can be coercive or cooperative or a calculated style in the middle.

Employees differ as much as their managers in their understanding of the contract. The psychological contract between employers and the employed in the past was a job for life on return for your effort. The new style contract is life long employability in exchange for your effort.

If the psychological contract between employers and employees no longer offers security of employment in one organization job security will have to depend on our ability to be employable

(Jane.W, 1999:60-61)

## **2.1.6 The Role of Manager in Supporting Staff**

The current thinking about the role of managers talks about the need to combine traditional skills such as analytical thinking and a sound financial approach with the ability to listen well, give useful feedback and serve as coach and mentor do staff in order to enhance their satisfaction with and performance in the job (Jane.W, 1999:82)

### **2.1.7 Coping with Stress**

The word stress is very widely used these days and has come to mean a variety of things so some definitions are required.

Stress can refer to a stimulus applied to someone. Stress can refer to the individual's response; Stress can also be applied to the transaction between individual and environment. There can be good and bad stress, over and under stress. When people talk about being stressed they usually are referring to being over-stress with bad stress (Jane.W,1999:82-83)

Other areas in which to look for stressors include;

- ❖ In the work environment a culture of never saying you are overworked.
- ❖ Internally being nervous all the time.
- ❖ Interpersonal relationships, thinking other people are not trustworthy.
- ❖ Communication, always insinuating and never getting round to saying anything clearly.
- ❖ Workload, five shifts can be more stressful than four shifts even if the harts are the same because there is less time 'off work'.
- ❖ Noise and physical conditions, it is exhausting to work close to noisy machinery or in over or under heated conditions and this is especially stressful if precise judgments are being made.

There are various strategies for trying to cope with stress, a side from the longer term need to reduce the pressure. The main responses tend to be:

- Emotional or mental crying, drinking alcohol, praying
  - Physical dieting, exercise, meditation or other relation technique
  - Reliance on problem solving confrontation, assertion, action planning
- Reliance on personal and social support from family, friends and colleagues  
(Jane.W,1999:84-85)

### **2.1.8 Managing Change**

As well as helping people cope with change, we also have to manage change at work. The normal sequence for managing a change goes something like this:

- ✓ Establish the project what are we going to do?
- ✓ Set goals what should be done by when?
- ✓ Identify a solution how are we going to get there?
- ✓ Prepare for implementing what resources do we need?
- ✓ Implement the project how do we influence people?
- ✓ Review progress how are we doing?

Maintain the projects are there any problems? ( Jane.W,1999:87)

### **2.1.9 Managing Time**

One aspect of maintaining staff in periods of high demand is to help them manage their time. It is also helpful to them and yourself if you manage your own time and yourself if you manage your own time well so as to make as much time available as possible for having chaff (Jane. W,1999:91)

### **2.1.10 Counseling and mentoring staff**

Counseling is not the same as giving advice it is part of the same as giving advice; it is part of the manager's art to enable other people to develop their skills and effectiveness by helping them to find solution to problems and develop strengths of their own. The role of counselor is to provide a different perspective from which to pry out ideas. The style, warmth, integrity and authority of the counselor are going to be the key to how effective the process is (Jane.W,1999:91)

### **2.1.11 Need of EARs (Employee Assistance Programs)**

A primary result of personal problems brought to the workplace is reduced productivity. Absenteeism and tardiness also tend to increase. Increased costs of insurance programs, including sickness and accident benefits, are a direct result of personal problems brought to the work between supervisors and employees, and more grievances also result from troubled employees. Permanent loss of trained employees due to disability, retirement, and death is also associated with troubled employees. Difficult to measure, but a very real cost of business and damaged public image. The accepted view point now is that employees' personal problem are private until they begin affecting their job performance. When and if that happens, personal problems become a mater of concern for the organization.

There are several types of employee assistance programs. In one type, which is rarely used, diagnosis and treatment of the problem are provided directly by the organization.

In a second type of program, the organization hires a qualified person to diagnose the employee's problem. The third and most common type of program employs a coordinator who evaluates the employee's problem only sufficiently to make a referral to the proper agency or clinic for diagnosis. For an EAP to be successful, it must first be accepted by the employees, they must not afraid to use it (Leslie W. & Lioyd L.1992:416-417)

## 2.1.12 Strategy and employment policies

The management of people is one of the most challenging areas of business management. Organizations are in the road of change that has to be managed and requires that organizations develop clear business strategies which will then drive functional strategies, one of which is employee relations (John.G & Graham.J1999:150-151)

Some writers argue that it is not possible to apply either a rational or evolutionary label to the process of strategy formulation, but that it is behavioral (John.G & Graham.J1999:152)

The extent to which managing people is given a high profile within the organization will be driven by the values, ideologies and personalities of those in positions of power and influence and those individuals who formulate strategy and the long-term direction of the organization.(Ibid)

Organizations therefore are concerned with the design and management of employment policies and processes that will deliver and sustain business improvement (John.G & Graham.J1999:158)

The needs of an organization in terms of its employee relations policy are potentially infinite, but could emanate from two specific areas. One, the 'management of change' could encompass issues as diverse as improving productivity, greater employee involvement, changing reward systems or introducing team working. The second is the organization's attitude towards trade unions (John.G & Graham.J1999:160)

Organization may adopt a unitary or pluralist approach to its employee relations. The unitary approach emphasizes organizations as harmonious and integrated,

with all employees sharing the organizational goals and working as member of one team. The pluralist approach recognizes that different groups exist within an organization and that conflict can and does exist between employer and employees (Ibid)

The influence of external and internal factors needs to be taken into account in drafting employee relations policies and then implementing them. It is important to be aware of the type of policies other employers in your sector or industry are pursuing (John.G & Graham.J1999:161)

The ability to identify which policies are suitable and which are unsuitable for particular types of organization is an important skill for the employee relations specialist to develop

(John.G &Graham.J1999:163)

### **2.1.13 Employee Involvement**

Employee involvement covers a wide range of actions. It comprises any means of information and consulting employees about or associating them with one or more aspects of running an organization. As well as traditional forms of information and consultation it include subjects such as financial participation, involving employees in problem-solving and quality management, including development and training. Employee participation, on the other hand, concerns the extent to which employees, often via their representative, are involved with management in the decision-making machinery of the organization. This includes joint consulting, collective bargaining and worker representation on the board

(John.G &Graham.J1999:178)

Possible management objectives for employee involvement

## Attitudes

- Improve morale
- Increased loyalty and commitment
- Enhance sense of involvement
- Increased support for management

## Business awareness

- Better, more accurately informed
- Greater interest
- Better understanding of reason for management action
- Support for/reduced resistance to management action

## Incentive/motivation

### Passive

- Accept changes in working practices
- Accept mobility across jobs
- Accept new technology
- Accept management authority

### Active

- Improve quality/reliability
- Increased productivity/effort
- Reduces cost
- Enhanced co-operation and team spirit

## Personal

- Greater job control
- Greater job satisfaction
- Employee development

Employee influence/ownership

- Increase job control
- Employee suggestions
- Increase employee ownership in the company
- Increase employee ties to company performance and profitability

## **CHAPTER THREE**

### **Data Presentation, Analysis and Interpretations**

As it is stated in the previous chapter, two types of questionnaires were developed for supervisors/managers and employees. A total of 135

questionnaires were distributed. Out of the 135 questionnaires distributed to respondents, 102 questionnaires were filled and returned. Thus, out of 100% questionnaires distributed, 30(29%) were distributed to managers/supervisors and 72(71%) were distributed to employees. Therefore, the data given below is summarized response of 102 respondents from selected branches.

### 3.1 Characteristics of respondents

In order to understand the nature of respondents, this section will discuss the general characteristics of respondents as summarized below.

Table-1 Characteristics of respondents

<b>Sex</b>	<b>No of respondents</b>	<b>Percentage</b>
Male	68	67%
Female	34	33%
<b>Total</b>	102	100%
<b>age</b>		
18-25	12	12%
26-35	53	52%
36-45	32	31%
Above 45	5	5%
<b>Total</b>	102	100%
<b>Educational status</b>		
Diploma	50	49%
1 <sup>st</sup> degree	45	44%
Post graduate	7	7%
Others		
<b>Total</b>	102	100%
<b>Position(Occupation)</b>		
Manager	4	4%
Assistance manager	12	12%
Supervisor	14	14%
Clerk	22	21%
Teller	27	26%

Auditor	10	10%
Officer	13	13%
<b>Total</b>	102	100%

Source: primary data

As we can observe from the data obtained and indicated in Table 1, 68(67%) of the respondents were males and 34(33%) were females. From the same table educational status of respondents were summarized as 50(49%) of the respondents are diploma holder, 45(44%) of the respondents are 1<sup>st</sup> degree holder and 7(7%) were post graduate respectively and when we see the age group, 12(12%) of respondents were in 18-25, majority of respondents which is 53(52%) were from 26-35 while 32(31%) were in 36-45 and above 45 accounts 5(5%) in connection with position, 27(26%) respondents were teller followed by 22(21%) clerk, 14(14%) supervisor and 4(13%) were manager the remaining 10(10%) and 13(13%) were auditor and officer respectively. The data in the above table implies that majority of the respondents were males, the bank prefer the age from 26-35 and at least 1<sup>st</sup> degree holder for the management staff plus assistance managers and supervisors are near to the operation.

### 3.2 Analysis of Basic Variables

#### 3.2.1 Knowledge of company's objectives and aims

Making the employees know where the company wants to reach helps the management to channel all the resources to achieve the company's pre set objectives. Moreover, knowing the company's objective helps the employees to compromise their interest vis-à-vis the company's aim, this will minimize the conflict of interest and smother the employee management relation

Table-2 Knowledge of company's objective and aims

Do you know your company's primary objectives or aim	No of respondents	Percentage
Yes	60	83%
No	12	17%
<b>Total</b>	72	100%

Source: primary data

As indicated in Table 2, 60(83%) of the respondents respond they do. While 12(17%) of employees respond they don't. Thus, even if the majority of the respondents know the company's primary objectives, the data obtained from the questionnaire tells that the management has to work more to let the employee know the company's primary objectives the work to fulfill the remaining 17%.

### 3.2.2 Supervisors suggestion or comments about the activity

One of the motivating factors that affect employee's performance is recognition. Everybody wants to feel he/she is worthy and accordingly everyone wants acknowledgement for his deals, idea & opinions

Table-3 Supervisors suggestion or comments about the activity

Have you ever been asked to forward idea, suggestion or other comments about the	No of respondents	Percentage

<b>activity of the operation from your supervisor</b>		
Yes	15	21%
No	57	79%
<b>total</b>	72	100%

Source: primary data

Regarding the suggestion or comments about the activity of the operation, Table 3 depicts that, 15(21%) respondents respond that they have been asked while 57(79%) which is the majority of respondents do not accept. This indicates that, the supervisors/managers does not give credit their employees' knowledge about the operation and their relation is unhealthy.

### 3.2.3 Interaction with Managers/Supervisors

One of the success factors for a human being is interpersonal skill. How excellent and healthy is your communication with others matters how you get things done by others

Table-4 Interaction with Managers/Supervisors

<b>How is/was your interaction with your manager/supervisor</b>	<b>No of respondent</b>	<b>Percentage</b>
Very good	2	3%
Good	10	14%
Satisfactory	5	7%
Unsatisfactory	40	55%
Average	15	21%
<b>Total</b>	72	100%

Source: primary data

As it shown in Table 4, 2(3%) of respondents respond their interaction is/was in very good condition, 10(14%) in good conditions, 5(7%) in satisfactory situation and 40(55%) and 15(21%) respondents respond unsatisfactory and

average respectively. From the above data we can see that the managers/supervisors do not have a healthy communication as the employees of the company expect that may affect the competency of the bank and satisfaction of customers and more expectation is from the manager to improve it.

### 3.2.4 Screening employee attitude about the management

Knowing employees attitude about the company and company's management helps for management and employees to create a favorable work environment and to make an amendment for any obstacle of work

Table-5 Screening employee attitude about the management

What is your attitude towards your company's management	No of respondent	Percentage
Very good		
Good	7	10%
Satisfactory	24	33%
Unsatisfactory	28	39%
Average	13	18%
<b>Total</b>	72	100%

Source: primary data

Concerning the attitude of employees towards their management, 7(10%) employees respond as a good, 24(33%) replays as satisfactory, majority of respondents which is 28(39%) unsatisfactory and the others 13(18%) average. From this we can easily understand that, most of employees do not have positive attitude towards their management. This seems to suggests almost equal number of employees did stand with the management to strive for the achievement of the organizations objectives

### 3.2.5 Feeling of employee's about company cares to them

It has to be the slogan that employee for the company and company for the employees in order to achieve the objective and goal of both parties

Table-6 Feeling of employee's about company cares to them

<b>Do you feel your company cares about its employee's</b>	<b>No of respondent</b>	<b>Percentage</b>
Yes	30	42%
No	42	58%
Total	72	100%

Source: primary data

With this regard, 30(42%) of employees believes their company cares for them while 42(58%) of the respondents believes that their company do not cares for them. It implies that the bank has not given an attention for the employees. This can have an effect on the belongingness of employees. Moreover, it creates the feeling of you are not welcome and nobody cares for their company.

### **3.2.6 Factors which improve the relationship**

Relationship between two parties may affect by many things and at the time may improve by some factors. The data from the table below shows that factors most contribute to improve the relationship

Table-7 Factors which improve the relationship

<b>In your opinion which one contributes most to improve the relationship</b>	<b>No of respondents</b>	<b>Percentage</b>
Good work environment	25	35%

Management style	27	37%
Transparency & accountability	15	21%
Others	5	7%
<b>Total</b>	72	100%

Source: primary data

As can be seen from Table 7, 25(35%) respondents advocate good work environment contribute most to improve the relation, 27(37%) management style whereas 15(21%) consider transparency and accountability as a major factor and others accounts 5(7%). It is clear to understand from the data obtained as shown in Table 7, good work environment and management style takes the lion share to improve the employee-management relation. Transparency & accountability has also considerable impact. It shows that management has a remaining work to fulfill the expectation of employees.

### 3.2.7 Identification of causes affecting smooth relation

There would be so many causes that can affect a good relationship between human beings and it lead to conflict and wastage of time. As indicated below in the Table 8, factors affecting their relation with management are rated

Table-8 Identification of causes affecting smooth relation

What are the causes affecting smooth employe management relation	No of respondents	Percentage

Age difference	5	7%
Work stress	13	18%
Working condition	20	28%
Job dissatisfaction	31	43%
Others	3	4%
<b>Total</b>	<b>72</b>	<b>100%</b>

Source: primary data

In line with Table 8, 31(43%) of respondents respond that job satisfaction affect smooth relation between management and employees followed by 20(28%) working condition and 13(18%) responds work stress, 5(7%) replays age difference others accounts 3(4%). As indicated in the above Table, job satisfaction is crucial point to affect the relation between employees and management. After that, working condition plays a major role to affect the relation.

### 3.2.8 Rating management response about employees issue

Issues of employee specially related to work have to be present to the management. Management should be treat those issue in a good manner and make participatory decision as necessary. We can observe from the table how employee rate their management

Table-9 Rating management response about employees issue

To what extent is the management response to employees issue	No of respondents	Percentage
To a great extent	17	24%
To some extent	45	62%
Undecided	10	14%
<b>Total</b>	<b>72</b>	<b>100%</b>

Source: primary data

In connection with management response employees were asked their opinions, accordingly, 17(24%) responds as to great extent, 45(62%) to some extent whereas 10(14%) undecided. As could be seen from the Table, majority

responds to some extent followed by to a great extent. It indicates that the management is not actively responsive to employees' issues. This may create unhealthy situation.

### 3.2.9 Rating employees' response how they are treat by the management

Treating any complaints from any one equally and fairly can create healthy and conducive relationship and can motivate both parties' employer and employee. In addition to this, it can be an important tool to create a good nation. How management treat complaints from employees presented below

Table-10 Rating employees' response how they are treat by the management

Dose management treat complaints from employee equally and fairly	No of respondents	Percentage
Yes	32	44%
No	40	56%
<b>Total</b>	72	100%

Source: primary data

As indicated in the Table 10, 32(44%) of the respondents stated that management treat complaints fairly and equally but the majority which is 40(56%) of respondents respond management do not treated complaints equally and fairly. It should be the duties and responsibility of the management treating employees equally and fairly. The Feeling of the employees that are not treated fairly and equally as observed from the above table tells the relation needs a great attention. This is mainly because what you do will come across for the management if they don't treat employees compliant fairly and equally the same does the employees for the customers.

### 3.2.10 Presentation of grievance to the management

Grievance of employees and other concerned body have to get an open road to present any level of the management. As a result, the infected body can get a timely treatment

Table-11 Presentation of grievance to the management

Have you ever presented your grievance to any level of the management	No of respondent	Percentage
Yes	33	46%
No	39	54%
<b>Total</b>	72	100%

Source: primary data

As shown from the above Table, 33(46%) of respondents responds that they have present their grievance to any level of the management and 39(54%) of the respondents replay that they have not present their complaint to any level of the management. Though this figure shows nearest to equal, it indicates not only a gap between employees and management of the company but also it gives a clue that most of employees do not have trust on the management. The response of respondent seems to suggest the problem of transparency and accountability.

### 3.2.11 Factors affecting employees' performance

Performance of employee can be affected by so many things in work place and outside the work place. This can be as job dissatisfaction, work stress, personnel problem and others that management must be aware of them

Table-12 Factors affecting employees' performance

In your opinion which one of the following affects employees' performance	No respondents	Percentage
Unhealthy employee relation	20	28%
Job dissatisfaction	22	30%
Work stress	17	24%
Others	13	18%
<b>Total</b>	72	100%

Source: primary data

In connection with Table 12, employees were asked the thing that can affect their performance and they respond as 20(28%) unhealthy relation, 22(30%) job dissatisfaction, and 17(24%) work stress whereas others accounts 13(18%). The data from the above table implies that their performance mostly affected by job dissatisfaction followed by unhealthy relation with the management of the bank and it point out that employees are doing their work without interest for their job.

### 3.2.12 Clarification and implementation of personnel policies

As an organization, it is better that any organization to have personnel policies. The policies are an instrument to the employer and employee if and only if clearly defined and implemented

Table-13 Clarification and implementation of personnel policies

Do you think that personnel policies in the bank are clearly defined and implemented	No respondents	Percentage
Yes	31	43%
No	41	57%
<b>Total</b>	72	100%

Source: primary data

Observation from the above Table deals with that whether personnel policies in the bank clearly defined and implemented or not accordingly, 31(43%) of respondents agree whereas 41(57%) disagree. From the above observation the student researcher understands that there is a problem of knowing their personnel policies and implementation system and a gap between human resource management department and employees.

### 3.2.13 Transparent way of presenting grievance

Transparency is a significant thing for employee to have trust on the organization and the management. It is also a toll for the management to understand opinion of employees what they think and act accordingly

Table-14 Transparent way of presenting grievance

Do you think that there is a formal & transparent way of presenting your grievance to the management	No of respondents	Percentage
Yes	19	26%
No	53	74%
<b>Total</b>	72	100%

Source: primary data

Regarding Table 14, respondents were asked about transparent way of presenting grievance to the management accordingly, 19(26%) respond yes and

the majority which is 53(74%) replies no. The data from the above table gives a clue about the absence of smooth employee management relationship. As indicated from the table majority of employees do not think that there is a formal and transparent way.

### 3.2.14 Leaving work place with a good feeling

Leaving the work place and the work that did today with a good feeling is like a breakfast for tomorrow. The work place and equipment must be attractive and fully equipped to create smooth work flow

Table-15 Leaving work place with a good feeling

Do you leave work often with a good feeling of accomplishment about the work you did that day	No of respondents	Percentage
Yes	14	19%
No	58	81%
<b>Total</b>	72	100%

Source: primary data

As we can see from the above Table, employees opinion where asked if they have work with a good feeling. Surprisingly, only 14(19%) respond yes and 58(81%) replay no. It means that majority of the company employees does not feel a good feeling on their work and it tell us that the management of the company do not understand that what employee feel on their job.

### 3.2.15 Favorable working condition of employees

Creating attractive working condition for employees play an important role for healthy relation and work flow of the organization and customers. In this case, employees and customers can expect more from the management

Table-16 Favorable working condition of employees

Do you think that employees have a favorable working condition	No of respondents	Percentage
Yes	18	60%
No	12	40%
<b>Total</b>	30	100%

Source: primary data

As we can see from Table 16, most or 18(60%) of respondents respond that employees have favorable working condition while 12(40%) agree that employees have no favorable working condition. The data collected from respondents show that minority of management staff believed that employees do not have favorable working condition. Even if they are minor, it indicates the existence of problem of working condition on employees.

### 3.2.16 Management relation with employee

The management of the company has to be the first to generate a good relation with employees. It is because of that employees are followers of the management if they received a healthy thing from the management; they transfer to the customer as it is

Table-17 Management relation with employee

What kind of relationship do you have with employee	No of respondents	Percentage
Very good	2	6%
Good	15	50%
Satisfactory	5	17%
Unsatisfactory		
Average	8	27%
<b>Total</b>	30	100%

Source: primary data

In Table 17 managers/supervisors were questioned about the kind of relation they have with employees. To that end, 2(6%) replay they have very good relation, 15(50%) answered they have good relation, 5(17%) respond that their relation with employees is satisfactory and 8(27%) of respondents believe that their relation with employees is average. The observation implies that, still there is the relation gap between the management staff and employees. Though the great numbers from the data collected indicate good relation, the numbers that indicate satisfactory and average is not small.

### **3.2.17 Mechanism that management practice to solve complaints**

In the vast range of operation, it is not miracle if the problem arises. Managers should be alert for any thing around them and they have to be smart on the mechanism that use to solve problem between them and employees

Table-18 Mechanism that management practice to solve complaints

<b>What kind of mechanism do you use to solve the problem that you face from employees</b>	<b>No of respondents</b>	<b>Percentage</b>
Advise	9	30%
Discussion	11	37%
Oral warning	4	13%
Others	6	20%
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: primary data

As per the data exhibited in Table 18, most which is 11(37%) respondents use discussion as a tool to solve problem with employees, 9(30%) uses advice as a means to solve problems and only 4(13%) respondents respond they use oral warning to solve problem with employees and others accounts 6(20%). It implies that most of the management staff uses discussion mechanism to solve problem from employees which is an indication of good approach though there is an oral warning followers.

### **3.2.18 Timing for accepting complaints of employees**

If complaint or problem already arises, the concerned parties must accept and try to solve that problem from the source within the time. Otherwise, it will become a big obstacle and difficult to solve it

Table-19 Timing for accepting complaints of employees

<b>Do you accept the compliant of employees on time</b>	<b>No of respondents</b>	<b>Percentage</b>
Sometimes	10	33%
Most of the time	20	67%
Never		
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: primary data

Regarding Table 19, respondents were asked whether they accept employees' problem/complaint on time. In line with this, 20(67%) of respondents respond they do most of the time while 10(33%) answered only sometimes they accept complaints. In this regard the data indicate that the management staff is trying to accept complaints of employee on time even though there is management staffs that are not perform accordingly of the majority.

### 3.2.19 Opinion of management & factors affecting employee performance

Knowing of factors affecting employees' performance for the management is the crucial point to make an amendment and enhance the employees performance as the work need it

Table-20 Opinion of management & factors affecting employee performance

In your opinion which one of the following affects employees performance	No of respondents	Percentage
Unhealthy relation	5	17%
Work stress	15	50%
Age difference	3	10%
Others	7	23%
<b>Total</b>	30	100%

Source: primary data

As it is summarized under Table 20, respondents were provided to choose what factors affect employees' performance. To that end, 5(17%) responds that unhealthy relation is major cause for poor employees performance, 15(50%) consider work stress as a factor that influence employee performance, 3(10%) refer age difference and 7(23%) of respondents believe that other reasons than the above contributes most to influence employees performance. It shows that

the company's management implementation of more work with small manpower.

### 3.2.20 Ways of information flow

Information in this era is the slogan of the world not only the small organization. The management and employee of any organization must conscious of about the information to which it targeted and reaches properly

Table-21 Ways of information flow

<b>Do you think that information flows towards employees in a proper way</b>	<b>No of respondents</b>	<b>Percentage</b>
Yes	20	67%
No	7	23%
I am not sure	3	10%
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: primary data

Information flow was the question forwarded to the respondents under Table 21, Accordingly 20(67%) of respondents agree and 7(23%) of the respondent disagree whereas 3(10%) of respondents were neither agree nor disagree. The observation tells that the management staff gives attention for information flow though the number is not easy that respond as no and I am not sure.

### 3.2.21 Rating kinds of complaints management face from employees

The management of organization can face complaints from different body like customers, competitors and employees. Accordingly, the management must give priority to the complaints that face mostly and affect work flow

Table-22 Rating kinds of complaints management face from employees

What kind of complaints do you face most of the time from employees	No of respondents	Percentage
Work related	19	63%
Customer related	5	17%
Personal	1	3%
Others	5	17%
Total	30	100%

Source: primary data

In Table 22, respondents were asked the kind of complaints they face most of the time from employee. With this regard, 19(63%) responds that most of the time they encounter work related complaints, 5(17%) answered most of the time they came across with customer related complaints, 1(3%) manager/supervisor respond that employees came up with personnel problems and 5(17%) of respondents see other responses than the above. The response tells that most of the managers received work related complaints which can affect day to day operation

### 3.2.22 Fulfillment of material and equipment as the work need

Without the fulfillment of materials and equipment that the work need, it is difficult to think that the achievement of company objective and employees serve the clients as the client need

Table-23 Fulfillment of material & equipment as the work need

Do you think employees have enough materials and equipments they need to do their work	No of respondents	Percentage
Yes	18	60%
No	12	40%
<b>Total</b>	30	100%

Source: primary data

It is found that 18(60%) of managers/supervisors believe employees have enough materials and equipments they need to do their work and 12(40%) of respondent agree that employees are not provided with enough materials and equipments. The response indicate that considerable number of managers believe employee do not have material and equipment as they need

# CHAPTER FOUR

## SUMMARY, CONCLUSION, AND RECOMMENDATION

In today's competitive environment to be the winner of the race strengthening the human, financial technological and other areas of the organization plays a great role. It is known that without proper handling of the human resources of the organization, any organization can't move as such long journey of success. Because of this, the previous all activities were conducted to study the employees management relation.

In this chapter the student researcher basis to summarize the data that were presented in chapter three. And also provide conclusion and recommendation.

### 4.1 SUMMARY

To summarize the study was conducted in order to assess the employee management relation in United Bank S.C selected branches and departments. The objective of the study is investigate through extensive research the current employee management relation in the bank selected branches and to study its influence on performance of employees plus to indicate possible solution in order to improve it.

The study indicates that employees agree with stress, job dissatisfaction, careless of the organization for its employees are the main outcome of unhealthy relation

The study point out the way the organization responding to employees' issue is not appreciative. Similarly, the staffs do not acquire the right at the right time.

The investigation confirms that, employees' interests are not taken into account in decision making process. Besides, the top level managers are not well come to accept employees complain

The study express that, unhealthy relation disturb the normal work flow, take working time, cause wastage and defect on the product and make rough the employer and employee relationship

- ❖ Skilled manpower for any organization is a backbone of its existence. Accordingly, majority or 69% & 83% of respondents' educational level is diploma and 1<sup>st</sup> degree respectively
- ❖ Knowing their company objectives is one of the questions to the respondents and majority or 83% of employees respond that they know their company primary objectives
- ❖ The greatest numbers of respondents or 79% of respondents do not forward ideas, suggestions or other comments from their supervisors
- ❖ Respondents containing 55% out of 100% have unsatisfactory communication with their management staff
- ❖ 37% of respondents believe that the relationship can be improve by management style
- ❖ According to 57% of respondents, job satisfaction is the main cause affecting employee management relation

- ❖ Majority of employee or 62% of respondents believe that management response to their issue is not enough
- ❖ 68% of respondents or employees do not feel that they are treated fairly and equally by the management
- ❖ Majority of employee believes that their performance is highly affected by work stress
- ❖ Personnel policies in the bank are not clear and not easy to implement as indicated by 57% of respondents
- ❖ Accomplishment of work with a good feeling is hard since 81% of respondent responds that they are not leave with a good feeling in their work
- ❖ Managers/supervisors that accounts 60% agree employees have a favorable working condition
- ❖ The management staff of the bank or 67% of respondents accepts employees' complaint on time
- ❖ Half of the respondents or 50% Of respondents agree that employee performance is affected by work stress
- ❖ 67% of respondents or majority of respondents believe information reached to employee properly

- ❖ Managers/supervisors that agree with most of the time they face work related complaint accounts 63%
- ❖ Majority of respondents or 60% of respondents answered employee have enough materials and equipments for their day to day activities

## 4.2 CONCLUSION

The major objective of the study was to find factors affecting employee management relation in selected branches and departments. In accordance with the findings, the following conclusions are drawn.

The study seems shows that unfulfilled interest of employees, management problems, work stress and job dissatisfaction are the principal source of unhealthy relation between management and employees. Additionally, the employees suggests that when the top level managers give higher priority for some staff activities, since other staff activities become less this circumstance also become the other source. Supplementary, the unfair treatment of employees leads the management and employees in to unhealthy relation when it is not accurately exercised by higher officials

The success of an organization depends on the human element aspect of the organization especially for service delivery/giving organization. But contrary to this fact the employee management relation is not as it is supposed to be and it need to be improved

Unhealthy employee management relationship is not the out came of a particular factor rather it is a cumulative effect of different factors

According to the finding, there are different factors affecting the relationship between employee and management. Among them, the followings are the major one as respondent responds and indicated in the summary part.

Job dissatisfaction

Poor working condition

Work stress

Transparency and accountability

Leaving work without good feeling

Many of the employees or 56% and 46% of employees do not feel they are treated equally and do not have satisfactory communication with their management and are not happy by their work and by the management members. Unless these factors are eliminated, it invites turnover

Generally, it is not simple to find the true and single cause of unhealthy employee management relation rather the factors are highly interrelated and some of them are uncontrollable by the organization.

### **4.3 RECOMMENDATION**

For the effective implementation of healthy relationship between employees and management of the organization, its bright prospect and to minimize the effect that may come, the following recommendation suggested

As the level of unhealthy relationship tends to go beyond the optimum, it has the following problems like disturb the normal work flow, take working time, make the relationship between employees and management rough and cause for wastage and defect on the quality of product the managers should be able to take acceptable decisions to minimize their effects, recognize employees difference and praising good performance through reward fairly and providing counseling service in order to create behavioral change for employees not satisfied with their jobs

Since unsatisfied need of employees, work stress, uncomfortable working environment, and job dissatisfaction, the managers/supervisors should be aware of the potential problem and incorporate the necessary structures to prevent them, arrange informal gatherings to improve the interpersonal performance among staffs and the management and conduct regular meeting (like quality circle meetings) to discuss on job related problem with management members

The management must deal with healthy relation in ways that promote both individuals and the organization goal, make branches equipped with enough materials that are needed, should improve layouts and consulting employees and making management system participatory in job related decisions

The management should create an open air for employees to present their grievance any management level and make sure that disciplinary action is corrective, progressive and immediate.

# St. Mary University College

**Faculty of business and economics**

**Department of management**

**Questioner to be filled by united Bank S.C Staff**

Dear sir/madam/miss

The purpose of this questionnaire is to assess the relation between employee and management in united bank S.C. Your willingness in responding to this questionnaire is very important for the fulfillment of the study. You are kindly requested to respond the questions as thoughtfully and frankly as possible.

The objective of this study is for the fulfillment of BA degree in management.

The response will use for only this study

I thank you in advance for all your cooperation.

Sincerely yours

Abere Tadesse

**For employees only**

- Remark**
- a. No need to write your name
  - b. Please put (x) in the given boxes
  - c. Please do not hesitate to include additional input you want to include

**I. General questions background of respondent**

Sex                    M                                F           

Age    18-25          
          26-35          
          36-45          
          Above 45   

**Educational status**

Diploma      
BA/BSC       
MA/MSc      
OTHERS   

**Occupational position in United Bank S.C**

Officer       
Clerk         
Teller        
Auditor   

**II. Questions**

1. Do you know your company's primary objectives or aim?

Yes                            No       

2. Have you ever asked to forward idea, suggestion or other comments about the activity of the operation from your supervisor?

Yes                            No

3. How is/was your interaction with your manager/supervisors?

V. good

Good

Satisfactory

Unsatisfactory

4. What is your attitude towards your company's management?

V. good

Good

Satisfactory

Unsatisfactory

5. Do you feel your company cares about its employee's?

Yes

No

6. If your answer for question No.8 is no, what do you suggest for the organization?

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7. In your opinion which one contributes most to improve the relation ship?

Good work environment  Management style

Transparency and accountability  Other

8. What are the causes affecting smooth employee management relation?

Age difference  Work stress  other

Working condition  Job satisfaction

9. To what extent is the management response to employee's issue?

To a great extent  to same extent  Undecided

10. Dose the management treat complaints from employee equally and fairly?

Yes  No

11. Have you ever presented your grievances to any level of the management?

Yes  No

12. In your opinion which one of the following mostly affects employee's performance?

Unhealthy relation  Work stress

Age difference  others

13. Do you think that personnel policies in the bank are clearly defined & implemented?

Yes  No

14. Do you think that there is a formal and transparent way of presenting your grievances to the management?

Yes  No

15. Do you leave work often with a good feeling of accomplishment about the work you did that day?

Yes  No

**For Managements only**

**Remark** a.. No need to write your name

b. Please put (x) in the given boxes

c. Please do not hesitate to include additional input you want to include

**Sex**            **M**                    **F**       

Age 18-25       

26-35       

36-45       

Above 45       

Educational status

Diploma       

BA/BSC       

MA/MSc       

OTHERS       

Occupational position in United Bank S.C

Manager       

Ass. Manager

Supervisor   

1. Do you think that employees have a favorable working condition?

Yes       

No       

2. What kind of relationship do you have with employees?

V. good  Good

Satisfactory  Unsatisfactory

3. What kind of mechanism do you use to solve the problem that you face from employees?

Advise  Discussion  Oral warning

Others

4. Do you accept the problem of employees on time?

Sometimes  Most of the time

5. In your opinion which one of the following affects employees' performance?

Unhealthy relation  work stress  Age difference

6. Do you think that information flows towards employees in a proper way?

Yes  No  I have no idea

7. What kind of complaints do you face most of the time from employee?

Work related  Personal

Customer related  Other

8. Do you think employees have enough materials & equipment they need to their work?

Yes  No