

**ST. MARY'S UNIVERSITY**  
**BUSINESS FACULTY**  
**DEPARTMENT OF MANAGEMENT**

**AN ASSESSMENT OF EMPLOYEE MANAGEMENT RELATIONSHIP  
PRACTICES IN THE CASE OF EMBILITA HOTEL**

**BY**  
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**JUNE, 2014**  
**SMU**  
**ADDIS ABABA**

**AN ASSESSMENT OF EMPLOYEE MANAGEMENT RELATIONSHIP  
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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Employee-management relations are focused on the relationship between the management and the employees within an organization. Employee-management relations include aspects of industrial life such as collective bargaining, trades unionism, discipline and grievance handling, organizational disputes, employee participation in management and the interpretation of labor laws. The collective bargaining process is a key part of organizational relations. It aims to reach an agreement for all employees and workers in a given company or workplace. Usually it focuses on issues as wages, working hours, promotions, benefits and other employment terms. Among employee-management relations' objectives are: increased productivity; enhanced worker efficiency; the establishment and promotion of an industrial democracy; the elimination or reduction of the number of strikes or lockouts via the provision of reasonable wages, enhanced living and working conditions and certain benefits; the improved economic conditions of workers in the existing state of industrial managements and political government. The progress and success of labor-management relations can be defined by several achievements. One of them is uninterrupted production, which means that there is continuous employment for all from manager to workers, all resources are fully utilized and there is uninterrupted flow of income. A decline in the number of industrial disputes and high morale within the company also shows good industrial relations. Wastages of man, material and machines are also reduced, (Rasmussen and Deeks,1984:12-14).

Employee management relationship is a term that refers to relationship development and management between employer and their employees. There are a lot of different issues that can affect employee satisfaction, which has a direct result on employee productivity and overall corporate culture. Employee management relationship can be driven by using employees' surveys to directly engage employees in the issues that are most important to them. Moreover, these issues can be driving factors in influencing the employee management relationship in an organization, (Euston H, 2010:4).

Embilta Hotel is established in 2001 E.C. The hotel is found in Gullele Sub City Keble 10/11/12 Enqulal Fabrica the Hotel has 131 employees.

## **1.2. Statement of the problem**

Employee management relationship is one of the most determinant factors that enable the organization to succeed or fail. Many research findings also indicated that exemplary or model management is the vital point to improve efficiency of workers. Transformational leaders are those who transform their followers in to becoming leaders themselves. These leaders are that who arouse and inspire followers to both achieve extraordinary nut comes and, in the process develop their own leadership capacity,(Stephen,1996:73).

Employee relations in the hotel industry is often portrayed as predominately bleak house lacking in managerial formality and characterized by poor employment out comes such as high levels of labor turnover. Employee relationship management is a general term that means a lot of different things to a lot of different people. At the outset, it is important to define what is meant by employee relationship management and, specifically, what areas of the relationship will be managed. For most companies, relationship management centers around items like attracting and retaining employees. Common measures of the effectiveness of these relationships include time to hire, turnover and employee satisfaction,(Hoque,1999).

Employees relations consist of all those areas of human resource management that involve general relationship with employees through collective agreement where trade unions are recognized and through commonly applied policies for employee involvement and communications,(Armstrong,2000:242)

Employee management Relationship is a study of the rules regulations and agreements by which employees are managed both as individuals and as a collective group the priority given to the individual as opposed to the company depending upon the values of management. As such it is concerned with how to gain peoples commitment to the achievement of an organizations business goals and objectives in a number of different situations,(Mike Leat,1996:4)

Employee management relationship is a key feature in the nature of managing employment. It brings together the sources of power and legitimacy rights and obligations that management and employees seek for themselves and apply to others. This part is concerned with explaining this relationship and examines how it works out through a variety of application such as the law collective bargaining performance and reward and employee involvement. Lan Beardwell. AL (2004:425)

When we observe the current performance of Embilta Hotel with regard to Employee management relationship the student researcher observed some symptoms from primary interview of human resource manager and observation. The problem indicators are mentioned below.

- Lack of managerial practice /inadequate management
- High level of labor turnover and absenteeism

To the above fact the researcher needs to conduct his study on the Hotel Embilta to find the root of the problem and to find the possible solution for the current unhealthy condition of Employee management relationship practice of the given case Hotel.

### **1.3 Research question**

1. What are the main cause for employees dissatisfaction in the management of the company?
2. What kinds of employee management relationship are practiced?
3. To what extent managers make effort to solve employee's problem?

## **1.4 Objectives of the study**

### **1.4.1. General objective**

The general objective of the study was to assess employee-management relation practices in Embilta hotel.

### **1.4.2. Specific objectives**

The specific objectives of the study were to:

- To identify employees dissatisfaction in management of the hotel.
- To evaluate the style of employee relation practice at Embilta hotel.
- To explore the efforts of managers in solving employees problem.

## **1.5 Delimitation/scope of the study/**

The student researcher realizes the fact that conducting research on as many organizations as possible makes findings more valid and dependable. However, due to such factors as time and resource constraints the researcher confined the study in the employee management relationship of Embilta Hotel. Even if, there are many hotels in the country, only Embilta hotel is conducted because of the constraint of time and cost budget. The hotel doesn't have branch therefore, the study is done only in single place. And also the organization have 3 years document as a result the research reviewed all the available data which was from September 2003-2005 E.C

## **1.6 Significance of the study**

Every research should have something to contribute since a lot of time, money and above all human energy is exerted to do it. Therefore, the study focused on to identify the major factors affecting employee management relationship. It also tries to provide information to the hotel industry in relation to employee management interaction. It also expected to give some clues to solve the existing problems of employee management relationship. Finally the study has expected to come up with some findings would reflect the real situation of employee management relationship at Embilta hotel.

Based on the findings, the researcher draw suggestions and recommendations which may contribute toward the improvement of employee management relationship in the Hotel industry. Consequently, the researcher expected that the employees, the managers and the hotel in general shall benefit from the outcome of the study. The study also serve as a stepping stone for those who would like to carry out further research in the area of the study.

## **1.7 Research design and methodology**

### **1.7.1 Research design**

To enable the student researcher to describe about the phenomenon reflected by respondents as it is the student researcher has used a descriptive method.

### **1.7.2 Population, sample size and sampling techniques**

#### Population

The study taken Management bodies and employees of the organization as Population they were 131 in number.

#### Sampling Design

40% of the total population which is 52 in number were sample size of the study.

#### Sampling Techniques

To give equal chance to the respondents the study is used simple random sampling technique.

### **1.7.3 Type of data collected**

To come up with the required information. Data collection had been made through primary and secondary data collection method. Primary data gathered from employees and management through questionnaires and interviews and secondary data will be collected from the hotel document and books.

### **1.7.4 Methods of data collection**

To collect the data the student researcher distributed both open and close ended questionnaires to the employee interview conducted for managers. Questionnaires were distributed because it was fairly reliable tool for gathering data from diverse and various social groups it requires low cost in terms of money and time. Primary data gathered from employees and management through questionnaires and interviews. And secondary data collected from the hotel documents and Books.

### **1.7.5 Data Analysis Methods**

The data made by using descriptive analysis research method to summarize the findings. Thus percentage is used to get the total picture of the data that collected from questionnaire. Then the collected data summarized and presented in the form of tables (Tabulation), in order to facilitate the process of comparison.

### **1.8 Limitation of the study**

One of the major problem was that faced the researcher during data collection period. Due this reason it was challenging to got a reliable and factual information from respondents and also the time constrains would raise as problem.

### **1.9 Organization of the study**

This paper has organized into four chapters. The first chapter covered the background of the study, Statement of the problem, research questions, and objective of the study, delimitation and significance of the study, research methodology & organization of the study. The second chapter deals with review of related literature. And the third chapter included data presentation; Analysis and Interpretation of The study. Chapter four deals with the summary of findings, Conclusion and recommendation of the study.

## **CHAPTER TWO**

### **LITERATURE OF RELATED REVIEW**

#### **2.1 concept and definition Employee management**

several scholars provided a wide range of definitions for the term Employee relationship management, provided that is supposed to be taken into consideration while dealing with the concept. the following few paragraphs present some of the definitions relating to Employee Relationship Management by the scholars.

The definition of Employee Relationship Management means that the administrative practice at all levels of enterprises and the administrative staff of human resource in realization of organizational goal through working out and implementing various human resource policies and administration behavior and staff, staff and staff (Achroyd, 1998:275-281)

The Employee Relationship Management is a specific field of human resource management. Though employee relationship is the concept promoted out based on organizational relation, but with the constant development of the theory of human resource management, employee relationship is different from industrial relation in such aspects as the relation subject, way of solving disputes, management goal, involved discipline and discipline research contents(Arthur.et.al,1999:75)

Similarly Arthur specifies Employee relationship management as a premise refers to the communication management observes between enterprise and the staff. This kind of communication adopts flexibility. Encouraging and non-compulsory means to improve staffs satisfaction, support enterprise to realize the goal (Arthur.et.al, 1999:59-92)

#### **2.2 Elements of Employee Relationship Management**

There are a lot of different elements that can affect employees' usual relationship between the management. But for the purpose of our study only three elements will be included, these are communication, conflict management and employee growth According to,(sigh, N,2000:419). In order to clarify the elements it is important to see one by one.

- **Communication:-** open communication both amongst employees and management team is imperative. When employees feel that they can't be heard, they may become frustrated, leading to lowered employee morale. Lowered morale can result in lowered productivity and an uncomfortable or even hostile work environment.
- **Conflict Management:-** when a problem arises, it is important to understand how to promptly handle them. This is a fundamental aspect of employee relationship management. Sometimes those conflicts occur between employees and employers.
- **Employee Growth:-** employees that feel they are only required to put in their hours and go home will do just that. Employees that feel they can become a valuable asset based on their work, as well as their ability to provide important ideas, offer input, and perhaps pursue growth opportunity within the company, will create a positive atmosphere within the corporate culture.

## 2.3 Employee Performance

Talent managers can not have a high performing organization without competent and knowledgeable employees who have the resources and tools they are forced to do work they aren't qualified for they will not be happy, and work performance and quality will suffer.

When employees lack knowledge, they also will use resources inefficiently mistakes will be common and quality issues will be prevalent when necessary resources are unavailable, knowledgeable employees will become discouraged, which can lead to frustration and subsequently high turnover.

Like a lack of understanding, a lack of knowledge can reveal itself in the guise of poor individual performance. The organization is likely to respond with personnel changes instead of better training, increasing the chance the organization will experience the same problem at some point in the future,(Armstrong,1998:314).



## **2.4 Managerial Leadership Style**

The number of co-workers involved with in problem solving or decision making process reflects the managers leadership style. Empowerment means delegating to subordinate decision making authority, freedom, knowledge autonomy, and skills, fortunately, most organization and managers are making the most to wards the active participation and team work that empowerment entails, when guides properly, an empowered work force may lead to heightened productivity and quality, reduced costs, more innovation, improved customer service, and greater commitment from the employees of the organization. In addition, response time may improve, because information and decision need not be passed up a down the hierarchy. Empower tin employees make good sense because employees closest to actual problem to be solved or the customer to be served can make the necessary decisions more easily than supervise or manger removed from the scene,(Ballios c,1997:88)

## **2.5 The Theory of Employee Relations**

### **2.5.1 Unitary Theory**

According to Hollinshead and et.al the unitary theory portrays the employment relationship as harmonious, with employer and employed working together to achieve success. It assumes a common set of values which binds the two parties together and ensures there is no potential source of conflict. Although this might be considered the earliest theory used to describe the employment relationship, it clearly connects with many of the contemporary ideas associated with corporate culture and the use of human resource mangement.

For this harmonious relationship to exist requires a high level of consensue beetwn the two parties in the employment relationship.

The consensue about the objectives of an organization can be produced by:-

- Ideas and values beetwn employers and employees being absolutely identical as a result of a happy coincidence;
- Ideas and values being a condition of entry to the organization,their existence there fore being established at the recruitment and selection stage of employment;
- Ideas and values originating with management being learnt by those entering the oreganazation on a voluntary basis and subsequently adopted by employees;

- Ideas and values being part of a socialisation programme and, through corporate induction courses and other training activities, being involuntarily learnt and adopted;
- Employees being confronted with these ideas and values and their adopted or not by employees, depending on their own circumstances, (Hollinshead and et.al, 2003:10).

## **2.5.2. Theories of Comparative Employee Relations**

### **➤ Convergence Theory**

According to Hollinshead and if overseas patterns of employee relations are to be compared, then there must exist a series of assumptions about what is being compared. A number of theories raise some interesting questions about the context within which those systems exist. The pressures of organizing modern workplaces based upon collective bargaining ensured that requirements for education and training unleashed a series of related institutional pressures, which, when combined, had the effect of establishing common patterns of institutional life. These in turn led to pluralistic employee relations systems contributing to a range of democratic societal systems, (Hollinshead G. And et.al, 2003:35).

### **➤ Development Theory**

In development theory according to Hollishead and a different, though elated, theory comes from a more critical perspective, which does owe some allegiance to the Marxist theories of economic development. Development theory tends to explain the changes taking place within the economic system as a series of stages that are difficult to void, (Hollinshead G. and et.al, 2003:36).

### **➤ Internal Theory**

The final theory in this section may underlie the majority of approaches in this area. According to Hollinshead and et.al it can be referred to as the internal theory of the comparative approach. Quite simply, the approach here is to play down the contextual/historical factors, take the features of the employment relationship and collect data about those features in a variety of

different nations. Data verifying the existence and extent of a particular phenomenon are then compared and explained according to some internal logic.

In one sense this type of comparative theory can act as a first stage in the development of a more rigorous understanding, which will require the insights from the other two comparative theories discussed above. Whatever the level of theoretical sophistication, it is clear that comparative research in the area of employee relations will continue to expand as all the pressures of internationalization push business to become increasingly global in its design and implementation.

In that sense, as the pressure of internationalization continue to build, it will become increasingly important to recognize the details of divergence to ensure that in areas of employment particular national characteristics are understood for what they are,( Hollinshead G. and et.al, 2003:37).

## **2.6. Processes Employee Relations**

According to Gennard and Judge (2005:26).in the game of employee relations, the accommodation of the interests of employers and employees is achieved by the players using various employee relations processes of which the most important are:-

### **2.6.1. Unilateral Action**

Unilateral action is where the employer is the sole author of the rules, agreements and regulations that govern the conditions under which employees work. In deciding employment conditions in this way, the employer may or may not give attention to the views of the employees,(Ibid).

### **2.6.2. Employee Involvement**

Employee involvement is a broad term that covers a range of processes designed to enable employees to voice their views to the employer and so have an involvement in management decision-making and the feelings of participation involvement in the development of the business. There is however, no commitment on the part of management to act on the employee views. These processes include indirect forms of participation, such as consultative committees or works councils, as well as direct communication forms, such as regular workforce meeting

between senior management and the workforce, problem-solving groups that discuss aspects of performance (for example, quality) and briefing groups, which usually involve regular meetings between junior managers and all the workers for whom they are responsible,(Ibid).

### **2.6.3. Collective Bargaining**

Collective bargaining is not only an employee relations process for determining employment conditions but also a system of industrial governance whereby unions and employers jointly reach decisions concerning the employment relationship. The process involves employees- via their elected representatives and unions participating in the management of the enterprise. Collective bargaining is a problem-solving mechanism but can only take place if employees are organized and if the employer is prepared to recognize the trade unions for collective purposes.

The outcome of collective bargaining is not confined to union members. Unionized companies apply collectively bargained terms and conditions of employment to their non-union employees as well as unionized ones. Companies that do not recognize unions have regard to collectively bargained rates in their industry or in comparator firm when deciding on their own employees' employment conditions if they are to remain comparator in the labor marker,(Ibid).

### **2.6.4. Third-Part Intervention**

In situations where the players in the employee relations game are unable to resolve their collective differences, they may agree voluntarily to seek the assistance of an independent third-party intervention can take one of three forms:-

- **Conciliation**

In conciliation the role of the third party is to keep the two sides talking and assist them to reach their own agreement. The conciliator acts as a link between the disputing parties by passing on information that the parties will not pass directly to each other, from one side to the other until either a basis for agreement is identified or both parties conclude there is no basis for an agreed voluntary settlement to their problem. Conciliation permits each side to reassess its situation continually. The conciliator plays a passive role and does not impose any action or decision on the parties.

- **Mediation**

A mediator listens to the argument of the two sides and makes recommendations on how their differences might be resolved. The parties are free to accept or reject these recommendations.

- **Arbitration**

This process removed from employers and employees control over the settlement of their differences. The arbitrator hears both sides case and decides the solution to the parties' differences by making an award. Both parties, having voluntarily agreed to arbitration, are morally bound, but not legally obliged, to accept the arbitrator's award. Pendulum arbitration is a specific form of arbitration which limits the third party to making an award which accepts fully either the final claim of the union or the final offer of the employer. It reduces arbitration to an all or nothing win or lose outcome for the disputants. By creating an all or nothing expectation, pendulum arbitration is said to provide the incentive for bargainers to moderate their final positions and reach a voluntary agreement,(Ibid).

## **2.7 Conflict Management**

According to Mcshane, and Von Glinow (2000:404) interventions that alter the level and form of conflict in ways that maximize its benefits and minimize its dysfunctional consequence.

### **2.7.1 Consequence of Conflict**

According to Singh and kumar (2003:36) though conflict is often cast in the role of the villain, it has long been recognized that conflict is not inherently that it has many positive outcomes. Most experts today view conflict as a potentially useful aspect of organizations. It is said than an organization void of construct and viability. Conflict prevents stagnation; stimulated interest and curiosity. It is the medium through which problems can be aired and solutions arrived at. It is the root of personal and social change. Conflict provides an adequate plat form where in people can blow off steam, that is, it permits immediate and direct expression of rival claims, without conflict, organization would be only apathetic and stagnant.

## **2.7.1.1 Positive consequence of conflict**

### **1 major stimulant for change**

Conflicts spotlight the problems that demand attention, forces clarification on their nature and channels organizational efforts toward finding better solution. It initiates a search for ways to polish and refine objectives methods and activities,(Ibid).

### **2 Group think is avoided**

Without strong vocal disagreement, group think could over power a highly cohesive group, preventing it from maxing rational decisions based on fact. Conflict also counteracts the lethargy that often overt a key organization,(Ibid)

### **3 conflicts fosters creativity and innovation**

A climate of challenge compels individuals to think through their own ideas before airing them out. Conflict can help individual to test their capacities to learn and develop,(Ibid).

### **4 cohesion and satisfaction**

Intergroup conflict and completion drives groups closer together under conditions of mild intergroup conflict, group membership can be very satisfying to members. The whole purpose an internal unity of athletic groups, for example, would disappear if there were no conflict. In the face of a common enemy, group members close ranks and put side former disagreements.

### **5 A minimum level of conflict is optimal**

Conflict is necessary to the organization life. It is necessary for the internal stability of organizations. The occasional flare up of intergroup conflict serves to balance power relationship between departments. It also helps individuals In reducing accumulated ill-feelings and tensions between them,(Ibid)

## **2.7.1.2 Negative Consequences of Conflict**

### **1 Conflict creates stress in people**

Conflict exacts its toll on the physical and mental health of the combatants. Intense conflicts generate feeling of anxiety, frustration and hostility. Winners try to injure the feelings of the defeated. Losers feel defeated and demeaned. The distance between people increases. A climate of mistrust and suspicion develops. Discussion replaces cohesion. Losers indulge in non-cooperation and pay scant attention to the needs and interests of other group members,(Ibid).

### **2 Diversion of energy**

One of the most dreadful consequences of conflict is the diversion of the group's time and effort toward winning the conflict rather than toward achieving organizational goals. Parties focus on their own narrow interests and tend to put their own aims above those of the organization. Long term goals begin to suffer as short term problems become more important, too much energy is drained off in trying to put out the fires. In extreme cases, sabotage, secrecy and even illegal activities occur,(Ibid).

### **3 Instability and chaos**

Under intense conflict collaboration across individuals, groups departments decreases or vanishes. Tensions will continue to mount up and each new conflict will split organization subunits further apart leading to communication breakdowns. In the heat of such an internecine warfare, the disputants squander away energy and resources that could be developed to better use. The normal work flow is disrupted; the moral fabric of the group torn apart and the whole system is skewed out of balance,(Ibid).

## **2.8 Communication**

Communication is essential to minimize conflict, and chaos. It eliminates friction, frustration and helps in motivating people. Communication is a vital link, a process of linking executives to workmen and workers to superiors. It is dynamic interactive process of connecting people to people. K.Anbuvelan (2007:195)

### **2.8.1 Principle of communication**

According to k.Anuvelan (2005:200) In order to be effective and meaningful, the managerial function of communication must be guided by the following principles:-

#### **➤ Principle of Understanding**

Communication must be such, as transmits understanding of the communication message to the recipient; as per the intentions of the sender.

A practical application of this principle requires that the message must be clearly expressed-whether made orally or in writing. Further, the message must be complete leaving no scope for any doubts likely to confuse the recipient and compel him toward a misinterpretation of the message.

#### **➤ Principle of Attention**

Communication must be made in such a manner; that it invites the attention of the recipient to it.

For a practical application of this principle, it is imperative that not only must the message be expressed in a pleasant and sound manner; but also the purpose of the sender in making communication, must be absolutely clarified.

#### **➤ Principle of Brevity**

The message to be communicated must be brief; as usually the recipient, specially an executive, would not have much time to devote to a single piece of communication.

Brevity of the message must not be sought at the cost of clarity or completeness of the message. The sender must strike a balance among these three forces brevity, clarity and completeness.



➤ **The Principle of Timeliness**

The communication must be timely. Must be made at the high time, when needed to be communicated to the recipient. Advance communications carries with it the danger of forgetting, on the part of the recipient, while a delayed communication purpose and charm, and becomes meaningless; when the right time for time for action on loses its it has expired.

➤ **The Principle of Appropriateness (or Rationality)**

The communication must be appropriate or rational, in the context of the realization of organization objectives. Communication must be neither impracticable to act upon; nor irrational, making no contribution to common objectives.

➤ **Principle of Feedback**

Communication must be a two-way process. The feedback (or reaction or response) of the recipient to the message, must be as easily transferable to the sender, as the original communicable made by the sender. The idea behind emphasizing on the feedback aspect of communication is that it helps the sender to modify his subsequent communications in view of the reactions of the recipient making for better and improved human relations.

Listening plays a vital role in the perfect understanding of a communication. It is an art which can be developed by continuous practice. There is a tendency on the part of managers not to listen to workers with real interest, which should be avoided. Good listening good understands.

## **2.8.2 Effective Communication**

According to k.Anuvelan (2005:206)for effective communications, the American management Association has identified the following points.

- A clear message
- Advantage of communication
- Understanding the physical and human environments
- Consultation with other experts in preparing the information
- Discussion on important aspects of communication
- The values of the receiver

- Importance of the communication
- Follow-up action
- Completing the job as per the communication
- Possessing good listening skills

## **2.9 Quality of Work Life**

According to Souza and Kumar (2000:175) quality of work life environment is an essential prerequisite for quality of work life. Ensuring such an environment demands continuous, committed and concerted housekeeping, safety provisions, and improvements in welfare amenities. Provision and improvements in welfare amenities. Provision of facilities in these spheres of work life is no longer a statutory compulsion alone. It also forms part of the philosophy. And value systems of progressive organizations.

A safety culture contributes greatly to the quality of work life. Human resource development efforts should not be content with ensuring usage of safety appliances. On the other hand, safety has to be projected as an inextricable element of work culture as well as an expression of the concern of the organization for the life of every individual worker and the wellbeing and the of his family. While training and campaigns spread the message of safety, safety circles on the shop floor can be a human resource development mechanism for strengthening the involvement of employees in fostering safe work life

The environmental aspect of the quality of work life also includes the provision and upkeep of welfare amenities like sanitation, drinking water, rest shelters, ventilation, lighting facilities. This is an area in which continuous improvements have to be ensured. Hygiene factors, as we know, have a direct bearing on the satisfaction level of the employee, and therefore will determine his moods and attitudes while at work. They also communicate to employees how much the company cares for them. All these considerations are at a much higher plane than the mere mandatory requirements of industrial legislation

However, a sense of collective responsibility for the maintenance of welfare amenities has not yet taken root. While it is managerial responsibility to provide and improve the facilities it is equally important that employees own them and exhibit civic sense in usage and upkeep.

Pollution control at the workplace and beyond through preventive planning and monitoring rather than a remedial approach, is now gaining special emphasis. Provision of control facilities is an in-built activity in the installation of new technological assets for expansion modification of the organization.

## CHAPTER THREE

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of the data gathered from employees of hotel Embilta. These data were obtained through questionnaire and interview.

This chapter is concerned with the presentation, analysis and interpretation of the gathered data through questionnaires and interview on employee-management relationship practices of Embilta hotel. For research credibility purpose the study needed to use 52 respondents through questionnaire to sampled respondents. Among the distributed questionnaires, for employees 49 were returned timely and 4 of them were discarded as incomplete the remaining 3 are not returned. So, all these make the response rate 86.5%. Interview has been administered for 2 management bodies. Analysis of primary data was therefore made based on this information using table for simplicity purpose. Following this, the gathered data were edited, coded, classified, analyzed and carefully interpreted using; percentage to assess the relationship exist among different variables.

#### 3.1 General characteristics of the respondents

As presented in table 1 employees respondents were request to fill their sex, age educational background, years of experience. Accordingly the profiles of the respondents are summarized in the following table.

**Table 1: characteristics of respondent**

Item		n(f)	%
Sex	Male	17	37.8
	Female	28	62.2
	<b>Total</b>	<b>45</b>	<b>100.0</b>
Age	Below 20	1	2.2
	20-29	31	68.9
	30-39	13	28.9
	<b>Total</b>	<b>45</b>	<b>100.0</b>
Work experience	Below 3 years	26	57.8
	3-5 years	10	22.2
	above 5 years	9	20.0
	<b>Total</b>	<b>45</b>	<b>100.0</b>
Education	Certificate and below	29	64.4
	Diploma	13	28.9
	First degree	3	6.7
	2 <sup>nd</sup> degree and above	--	--
	<b>Total</b>	<b>45</b>	<b>100</b>

As stated in item 1 of table 1, 28(62.2%) of the respondent were female while the rest 17(37.8%) of them were male. This clearly indicates that the largest numbers of employees found in the company were female.

Regarding item 2 of table 1, 2.2%, 68.9%, 28.9%, respondent were between the age group of below 20, 20-29, 30-39. respectively. This implies that the majority of employees are between age group of 20-39 years. From this one can deduce that , the majority of the respondents can understand the topic under of the study.

When we come to item 3 of table 1, (57.8%) of the employee respondents have below three years and (22.2%) of the employee respondents have three five years' work experience. The remaining (20%) of the respondents have above 5 years' experience in the hotel. The majority of the workers have been employed by the hotel for three years and below.

Regarding to item 4 of table 1, the majority (64.4%) of the respondents have certificate While the rest (28.9%) and (6.7%) of the respondents are diploma and first degree holder.

### 3.2 Analysis of the major findings

**Table 2: practice on employee –management relation**

The employee-management relationship in the organization is?			
item	%	n(f)	%
1	Very good	14	31.1
2	Good	19	42.2
3	Medium	7	15.6
4	Poor	2	4.4
5	Very poor	3	6.7
<b>Total</b>		<b>45</b>	<b>100.0</b>

As we can see from in table 2 above (73.3%) of the respondents believe that there is good management in the hotel, (15.6%) employees of respondent rated as there is medium management employee relationship but the remaining (11.1%) employees replied as there is poor management in the Hotel. This shows that the majority of the respondents are satisfied by their relationship with the management.

**Table 3: Employee dissatisfaction in the organization**

"There is high employee dissatisfaction in the organization."			
No	Response	n(f)	%
1	Strongly agree	5	11.1
2	Agree	17	37.8
3	Neutral	15	33.3
4	Disagree	5	11.1
5	Strongly disagree	3	6.7
<b>Total</b>		<b>45</b>	<b>100.0</b>

According to the above table 3, (48.9%) of the respondents beliefs that there is good employee dissatisfaction in the organization but (17.8%) of the respondents said they don't have good employee dissatisfaction in the organization, (33.3%) of the respondents. This indicates that the majority of the respondents think there this high dissatisfaction among employees but this doesn't necessarily imply that the dissatisfaction is from their relationship with the management.

**Table 4: Efforts of the management in solving employee's problem**

How do you rate the efforts of the management in solving employees' problem?			
No	Response	n(f)	%
1	Very high	12	26.7
2	High	18	40.0
3	Medium	11	24.4
4	Poor	-	-
5	Very poor	4	8.9
<b>Total</b>		<b>45</b>	<b>100.0</b>

As it can be seen in the table 4 above (66.6%) of the respondent believe that there is very high effort made by the management in solving employees problems, (24.4%) of the respondent believe there is medium level of efforts are made by the management in solving employees problem. The remaining (8.9%) rated very poor regarding the efforts the management in solving

employees' problem. This indicates that the majority of the respondents agree that the management makes effort to solve employee problems.

**Table 5: Shows about employee relationship with the hotel.**

"If the employees have healthy relationship with the organization they will be more effective and successful"			
No	Response	n(f)	%
1	Strongly agree	24	53.3
2	Agree	7	15.6
3	Neutral	7	15.6
4	Disagree	7	15.6
5	Strongly disagree	-	-
<b>Total</b>		<b>45</b>	<b>100.0</b>

As indicated in table 5, (68.9%) of the respondent said there is effective and successful employee relationship with the hotel, (15.6%) of the respondents answered there is neutral effective and successful employee relationship with the hotel. The remaining (15.6%) believe that there is no effective and successful employee relationship in the Hotel. The majority of the respondents are in agreement with the notion that the employee management relationship is effective.

**Table 6: Distribution of salary**

"Current salary provided by the organization is enough."			
No	Response	n(f)	%
1	Strongly agree	7	15.6
2	Agree	-	-
3	Neutral	15	33.3
4	Disagree	14	31.1
5	Strongly disagree	9	20.0
<b>Total</b>		<b>45</b>	<b>100.0</b>

As shown in that the table 6, employees respondents were asked to express their opinion regard the salary payment of the company respondent (15.6%) the respondents believe that the current salary provided by the hotel is enough (33.3%) of the respondents believes that the current salary provided by the hotel is neutral, and the remaining (51.1%) believe that the current salary provided by the hotel is not enough. Regarding the distribution of salary most of the employees are either neutral or in disagreement.

**Table 7: Current Employee Management Relationship**

"The current practice of employee-management relationship supported by the employees."			
No	Response	n(f)	%
1	Strongly agree	9	20.
2	Agree	8	17.8
3	Neutral	17	37.8
4	Disagree	8	17.8
5	Strongly disagree	3	6.7
<b>Total</b>		<b>45</b>	<b>100.0</b>

As it can be observed in table 7 (37.8%) of the respondents do believe the current employee management relationship is good, (37.8%) that believe that the current employee management relationship is neutral. Apart from this (17.8%) of the employees disagree with the question whereas (6.7%) of the respondents strongly disagree. The current employee management relationship was responded with indifference or neutrality from most of the respondents.



**Table 8: Solving problems of employee**

"The management of the organization solves employees problem."			
No	Response	n(f)	%
1	Strongly agree	13	28.9
2	Agree	10	22.2
3	Neutral	9	20.0
4	Disagree	9	20.0
5	Strongly disagree	4	8.9
<b>Total</b>		<b>45</b>	<b>100.0</b>

As show in the table 8 (51.1%) of the respondent believe that the current management is agree in solving employees problems, (20%) remains neutral. The remaining (28.9%) of them believe that the current management disagree solving employees. The majorities of the respondents either strongly agree or agree that the management's effort for solving problems of employee is high.

**Table 9 : Management Effort in Solving Problem**

"Employees are satisfied with Managements' effort in solving employee's problem."			
No	Response	n(f)	%
1	Strongly agree	8	17.8
2	Agree	2	4.4
3	Neutral	23	51.1
4	Disagree	9	20.0
5	Strongly disagree	3	6.7
<b>Total</b>		<b>45</b>	<b>100.0</b>

Referring to the table 9 (22.2%) of the respondents answered there is a good effort in solving employees problems, and (51.1%) of the respondents remain neutral, and the remaining (20.0) and (6.7) of the respondents were rated as disagree and strongly disagree respectively. This question is responded by the majority of the respondents within difference.

**Table 10: Practice in Conflict Management**

"There Is conflict management practice in the organization."			
No	Response	n(f)	%
1	Strongly agree	7	15.6
2	Agree	4	8.9
3	Neutral	19	42.2
4	Disagree	10	22.2
5	Strongly disagree	5	11.1
<b>Total</b>		<b>45</b>	<b>100.0</b>

Based on the above table Accordingly Employees were asked to state their feeling about the conflict management practices of their company According, 15.6%, 8.9%, 42.2%, 22.2%, 11.1%, rated as strongly agree ,agree, neutral, disagree, strongly disagree respectively. The majority of the respondents are indifferent or neutral to the practice of conflict management.

**Table 11: Employee dissatisfaction.**

The following may factors for employee dissatisfaction in the organization, how do you rate the following factors					
Causes	Very high	High	Medium	Low	Very Low
Negative attitude of managers towards employees.	6(13.3%)	4(8.9%)	13(28.9%)	10(22.2%)	12(26.7%)
Negative attitude of employees towards the management.	4(8.9%)	9(20.0%)	7(15.6%)	17(37.8%)	8(17.8%)
Working for long work hours.	8(17.8%)	3(6.8%)	11(24.4%)	6(13.3%)	17(37.8%)
Working in weekends.	4(8.9%)	2(4.4%)	5(11.1%)	15(33.3%)	19(42.2%)

Referring the table above on the response on employee dissatisfaction and rate of negative attitude of managers (22.2%) believed it is low, and (28.9%) answered it medium and remaining (48.9%) responded as it does happen at its lowest occurrence. The response on employee dissatisfaction by managers is medium.

On the response on employee dissatisfaction and rate of negative attitude of employee (28.9%) believed it happens on a high rate, and (15.6%) believe it somehow occurs, and the remaining (55.6%) believed it occurs in a insignificant rate. Response on employee dissatisfaction and employee attitude towards it is low.

In response on employee dissatisfaction on the long working hours (24.6%) believed it happens on its highest rate, and the other (24.4%) believed it dose happens, and the remaining (51.1%) answered it does by its lowest possible occurrence. This indicates that majority of the respondents don't think the long working hours are not the cause of dissatisfaction.

Concerning to the respondent response, (8.9%) rated very high, 2(4.4%) said high, (11.1%) remain constant, 5(33.3%) and 19(42.2%) rated low of very low respectively. This indicates that the majority of the respondents don't think that the cause of employee dissatisfaction is caused by working on weekends.

**Table 12: Discipline and grievance handling**

"There is discipline and grievance handling procedure in the organization"			
No	Response	n(f)	%
1	Strongly agree	10	22.2
2	Agree	6	13.3
3	Neutral	14	31.1
4	Disagree	11	24.4
5	Strongly disagree	4	8.9
<b>Total</b>		<b>45</b>	<b>100.0</b>

Based on the above table 12 (22.2%) believe the discipline and grievance handling procedure of the organization is strongly agree, and (13.3%) believes the discipline and grievance handling procedure of the organization is agree, and (31.1%) believes that the discipline and grievance handling procedure of the organization is neutral, 24% and 8.9% of the respondent believed they there disagree and strongly disagree as to the discipline and grievance handling procedure. This shows that the majority of the respondents are neutral to this question.

**Table 13: Employee and management relation**

"In the organization the existence of conflict between employee and management is high"			
No	Response	n(f)	%
1	Strongly agree	3	6.7
2	Agree	2	4.4
3	Neutral	8	17.8
4	Disagree	17	37.8
5	Strongly disagree	15	33.3
<b>Total</b>		<b>45</b>	<b>100.0</b>

As the above table 13 shows (6.7%) of the respondent responded that they strongly agree and believe the employee and management relation, (4.4%) of the respondent believes that the only agree. However (17.8%) of the respondents believed that is neutral, (37.8%) and (33.3%) of the respondents responded that there is disagree and strongly disagree. The majority of the respondents disagree that the employee management relationship has conflicts.

**Table 14: Employee decision making**

"There is high participation of employees in decision making."			
No	Response	n(f)	%
1	Strongly agree	2	4.4
2	Agree	5	11.1
3	Neutral	15	33.3
4	Disagree	11	24.4
5	Strongly disagree	12	26.7
<b>Total</b>		<b>45</b>	<b>100.0</b>

Based on the above table 14 revealed that (4.4%) of the respondent replied that the participation of employee in decision making strongly agree, (11.1%) of the respondent indicated that the participation of employee in decision making agree,(33.3) of the respondents chosen neutral, whereas (24.4%)and (26.7%) of the respondents have shown the participation of employee in decision making as disagree and strongly disagree. This question is responded to with indifference or neutrality.

**Table 15: Practice on motivation and incentives**

"Employees of the organization are motivated by incentives given by the organization."			
No	Response	n(f)	%
1	Strongly agree	1	2.2
2	Agree	6	13.3
3	Neutral	-	-
4	Disagree	13	28.9
5	Strongly disagree	23	51.5
<b>Total</b>		<b>45</b>	<b>100.0</b>

It can be seen in the table15 above (15.5%) of the respondent strongly agree the employees of the organization are motivated by incentives given by the organization. In contrast (80.0%) disagree on it. This shows that most of the employees are not satisfied with the incentives given by the organization.

**Table 16: practice on Corrective Decision's**

"Corrective decisions taken by the management is supported by employees. "			
No	Response	n(f)	%
1	Strongly agree	10	22.2
2	Agree	8	17.8
3	Neutral	14	31.1
4	Disagree	8	17.8
5	Strongly disagree	5	11.1
<b>Total</b>		<b>45</b>	<b>100.0</b>

As shown on the above table 16, (22.2%) of the sample strongly agree corrective decisions taken by the management is supported by employees, (17.8%) of the respondents are those who agree on the above point. Whereas (17.8%) of the sample disagree and (11.1%) also strongly disagree on the question. Employees' opinion which is neutral is about (31.1%). There is a high response of neutrality to this question.

### **3.2 Interview of Respondents**

1 what are the main causes for employee dissatisfaction in the management of company

- The main cause for employee dissatisfaction in our hotel is the salary scale. The salary scale of the hotel is somehow less compared to other comparative hotels it is because the hotel is found far from the airport because of this reason we don't have more foreign customers most of our customers are locals so the rate that currently applying is less and the hotel is trying to increase the sales but right now because of the amount of the salary more employees took dissatisfaction.

2 what are the factors that affect employees management relationship.

- In our hotel context the management staff and the employees have good relationship but sometimes because of the decision made by the management some employees may not be happy. In general I can say that we have smooth work based relationship between employees.

3 what kinds of employee management relationship are practiced

- In our hotel we have open line of communication channel between employees and management the relationship currently applied in our hotel is close coaching relationship. Most of our work is practical so that managers have responsibilities of easily coaching the employees under the department.

4 what measures should be taken to promote the desired employee management relationship at Embilta hotel.

- The first measure taken by the hotel management is adjusting the salary scale because it is one of the factors that affect management employee relationship the other thing is

creation performance appraisal scheme, and rewarding employees based on their performance.

5 how do you see the relationship between employees and managers in different level.

- In our hotel context the relationship between employee and managers are differs from department to department based on the personnel attribute of the manager and perception of employees but in general I can say that there is smooth relationship between employee and management.

6 how much involvement managers have in employment relations matters in your hotels.

- The managers are an important body of the hotel to create a good relationship between employees in our hotel. Managers involve on employee relation matters like establishing policy and procedure of hotel on measuring performance appraisal activities, and etc.

7 what kinds of benefits are provided to employees by the management of the hotel.

- The benefits which are provided by the management are like service charge each employee regardless of their position they earn 10% of service charge from the total sales other than this they eat duty.

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

This chapter summarizes and concludes the findings of the research and forwards possible recommendations.

#### **4.1 Summary of Major Findings**

The senior research has deal with the number of issues .it has started by discussing the grounds behind Employee Management Relationship practices in Embilta Hotel. With the purpose of addresses the problem basic questions formulated and corresponding objectives were set. founded on these objectives, questioners guideline and interview checklists were prepared together relevant data about the problem understanding .Gathered data were prepared to analyzed and then the following findings ,was drawn as a summary.

Therefore, the assessment of Employee Management Relationship practices in Embilta Hotel point toward the following findings.

- There is a very high proration of female employees than male employees.
- The majority (69.8%) of employees are between the age group of 20 and 29 years.
- Regarding experience, majority (58%) of employees had 1-3 years of work experience.
- Educational status is one of the amazing features in Embilta Hotel. It is undersized percentage of diploma and degree holder. Quite the reverse there is a very high proportion of the employees that is 29(64.4%) of them are certificate and below that.
- Regarding "the employee-management relationship in the organization" 73.3% of the respondents replied as good.
- 48.9% of the respondents believe that there is high employee dissatisfaction.
- 68.9% of the respondents agree on healthy relationship leads to more effectiveness and success.
- The majority (51.1%) of the respondents are disagree on "there is enough salary in the organization."



- 37.7% of the respondents are showed their agreement on " The current practice of employee-management relationship is supported by the employees."
- 28.9% of the respondents don't believe that the management of the organization solves employee's problem and 20% of the respondents are neutral on the issue.
- The majorities (51.1%) the employees are responded as neutral and 26.7% of the respondents are not satisfied with the effort of management to solve employees problem as they responded as disagree. Only 22.2% of the respondents are satisfied.
- Regarding to the "there is conflict management practice in the organization." 33.3% of the respondents are disagree on the issue and 42.2% of the respondents are responded as neutral.
- 33.3% of the respondents are disagree on discipline and grievance handling procedure of the organization and 31.1% of the respondents are neutral.
- The majority (51.1%) of the respondents believe that there is no employee participation in decision making.
- 80.4% of the respondents are disagree on incentives given by the organization.
- 28.9% of the respondents don't support corrective actions taken by the management and 31.1% of the respondents said nothing which is neutral.

## **4.2 CONCLUSIONS**

- The research result revealed that there is high rate of dissatisfaction in the organization because of different variables among them lack of enough salary, not participating in decision making, discipline and grievance procedure and insufficient incentives are the major cause for employee dissatisfaction in the organization. Therefore, one can conclude that, insufficient salary, being non-participant in decision making, discipline and grievance handling procedure and lack of incentives are the main cause for the employee dissatisfaction in the hotel.
- From the summary of findings the employees of the organization have good relationship with the management. Therefore, from the result the researcher concluded that there is good employee-management relationship in the organization.

- The study revealed that there is not enough effort by the management to solve employee's problem. To this fact, one can conclude that the effort made by the management to solve employees problem is not meet employees expectation.

### **4.3 RECOMMENDATIONS**

Derived from the facts, major findings and conclusion made so far, the student researcher of this study has come up with different issues need improvement. Therefore, the following suggestive recommendations are forwarded.

- The hotel has to work in minimizing employees' dissatisfaction by paying sufficient salary, by giving chance to participate in decision making, by establishing acceptable discipline and grievance procedure and by provide proper reward for employees.
- As research revealed there is good employee-management relationship, therefore the organization should keep this as well as need to improve it by creating collaborative environment with the employee of the organization.
- It is strongly advised that, the top management of Embilta Hotel should be committed to solve the employee's problem by applying their maximum effort these make employees to concentrate on their work.
- The hotel should conduct research studies which help it to acquire fill gaps identified.

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# APPENDICES

**St. Mary's University**  
**Faculty of Business**  
**Department of Management**

**Interview Questions**

1. What are main causes for employee dissatisfaction in the management of company?
2. What is the factor that affects employee management relationship?
3. What kinds of employee management relationship are practiced?
4. What measures should be taken to promote the desired employee management relationship at Embilta hotel?
5. How do you see the relationship between employees and managers in different level?
6. How much involvement managers have in employment relations matters in your hotel?
7. What kinds of benefits are provided to employees by the management of the hotel?

**St. Mary's University**  
**Faculty of Business**  
**Department of Management**

Dear Respondent,

This questionnaire is prepared to gather relevant data for the producing research paper entitled **“Employee Management Relationship: A case study on Embilta Hotel.”** The research is conducted in a partial fulfillment of the requirements of BA degree in management. It is the researcher's conviction that your answers to the items in the questionnaire have a direct bearing on the quality of the findings. I, therefore, kindly request you fill in the questionnaire with due care and return back in time. I extend my heartiest thanks for your cooperation.

The responses that you give to the items in the questionnaire are kept confidential and will be used only for academic purposes. Only summarized data will be presented keeping anonymity of respondents.

**General Directions:**

1. You don't need to write your name or any identifying remark.
2. Put (“X”) in front of the option that suits you best.
3. Give your answers to open-ended items in the blank space below the items.

Thank you in advance for your cooperation!!!

**Part one background respondents**

1. Sex:      Male                                       Female
2. Age:      Below 20               20-29               30-39               above 40
3. Experience in the organization in years  
            Below 3 years               3-5 years                                       above 5 years
4. Your Educational Qualification  
  
            Certificate or below                                       First Degree   
                            Diploma                                       Masters Degree or above

**Part two: Questions Relating to the Topic under Consideration**

1. The employee-management relationship in the organization is

Very good                       Good                       Medium   
Poor                       Very poor

2. There is high employee dissatisfaction in the organization.

Strongly agree                       Agree                       Neutral   
Disagree                       Strongly disagree

3. How do you rate the efforts of the management in solving employees problem

Very high                       High                       Medium   
Poor                       Very poor

4. If the employees have healthy relationship with the organization they will be more effective and successful.

Strongly agree                       Agree                       Neutral   
Disagree                       Strongly disagree

5. Current salary provided by the organization is enough.

Strongly agree                       Agree                       Neutral   
Disagree                       Strongly disagree

6. The current practice of employee-management relationship supported by the employee.

Strongly agree                       Agree                       Neutral   
Disagree                       Strongly disagree

7. The management of the organization solves problems of the employee.

Strongly agree                       Agree                       Neutral   
Disagree                       Strongly disagree

8 How do you rate the Managements' effort in solving employee's problem?

Very High                       High                       Medium   
 Poor                       Very poor

9 There is good conflict management practice in the organization.

Strongly agree                       Agree                       Neutral   
 Disagree                       Strongly disagree

10. The following may factors for employee dissatisfaction in the organization, how do you rate the following factors?

Factors	Extent of Affection				
	Very High	High	Medium	Low	Very Low
Negative attitudes of Mangers					
Negative attitudes of Employees					
Long work hours					
Weekend work					

11. Employees are with the discipline and grievance handling procedure of the organization?

Strongly agree                       Agree                       Neutral   
 Disagree                       Strongly disagree

12 In the organization the existence of conflict between employee and management is high.

Strongly agree                       Agree                       Neutral   
 Disagree                       Strongly disagree



13 There is high participation of employee in decision making.

Strongly agree       Agree       Neutral   
Disagree       Strongly disagree

14 Employees of the organization are motivated by incentives given by the organization.

Strongly agree       Agree       Neutral   
Disagree       Strongly disagree

15 Corrective decisions taken by the management is supported by employees.

Strongly agree       Agree       Neutral   
Disagree       Strongly disagree

16 What strengths did you observe in the overall employee relationship management process?

.....  
.....  
.....

17 What problems did you observe in the overall employee relationship management?

.....  
.....  
.....

18 What solutions do you suggest to cope up these problems?

.....  
.....  
.....

19 Overall comments if you have

.....  
.....  
.....

Thank you once again!!!







.....!!!

### **DECLARATION**

I, the undersigned declare that this senior research is my original work, prepared under the guidance of Ato Seferu Gagar

All sources of materials used fir the manuscript have been dully acknowledged

Name:-----

Signature:-----

Place of Submission:-----

Date of Submission:-----

### **SUBMISSION APPROVAL SHEET**

This senior research paper has been submitted to the department of management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name:-----

Signature:-----

Date of submission:-----

