ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES (SGS)

EMPLOYEE RELATIONS PRACTICES AND CHALLENGES AT ETHIOTELECOM

BY

MULATU ADDIS YIMER

JUNE, 2018
ADDIS ABABA
ETHIOPIA

**EMPLOYEE RELATIONS PRACTICES AND CHALLENGES
AT ETHIO-TELECOM**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL
OF GRADUATES STUDENT IN PARTIAL FULFILLMENT FOR
THE REQUIREMENT FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

BY

MULATU ADDIS YIMER

Advisor: Temesgen Belayneh (PhD)

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES (SGS)

FACULTY OF BUSINESS

ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

EMPLOYEE RELATIONS PRACTICES AND CHALLENGES
AT ETHIO-TELECOM

BY

MULATU ADDIS YIMER

APPROVED BY BOARD OF EXAMINERS

_____   _____
Dean, Graduate studies   **Signature**

_____   _____
Advisor   **Signature**

_____   _____
External Examiner   **Signature**

_____   _____
Internal Examiner   **Signature**

DECLARATION

I, the undersigned, hereby declare that this thesis is my original work, entitled "EMPLOYEE RELATIONS PRACTICES AND CHALLENGES AT ETHIO-TELECOM" prepared under the guidance of my advisor Dr. Temesgen Belayneh. All sources of material used for this thesis have been duly acknowledged, I further confirm that this thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any diploma or degree program.

Mulatu Addis Yimer   _____

Name   Signature

St. Mary's University, Addis Ababa   June, 2018

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Temesgen Belayneh (PhD)   _____

         Advisor   Signature

St. Mary's University, Addis Ababa   June, 2018

ACKNOWLEDGEMENTS

Table of Contents

List of Tables

List of Figures

ACRONYMS

ET	Ethio Telecom
IR	Industrial Relation
LU	labor Union
ILO	International Labor Organization
BD	Board of Directors
MCIT	Minister of Communication and Information Technology
OCB	Organizational Citizenship Behavior
SPSS	Statistical Package for Social Studies
NAAZ	North Addis Ababa Zone
CAAZ	Central Addis Ababa Zone
WAAZ	West Addis Ababa Zone
EAAZ	East Addis Ababa Zone
SWAAZ	South West Addis Ababa Zone
HQ	Head Quarter
SFD	Sourcing and Facility Division
CS	Customer Service
ERP	Enterprise Resource Planning
OMPES	Operation Maintenance Planed Expired System
CRM	Customer Resource Management
HRM	Human Resource Management
HRD	Human Resource Development
TExA	Telecom Excellence Academy

ABSTRACT

The objective of the study is to insight a dilemma of weak employee relations through Ethio-Telecom. Where, the labor disappoints with their employee relation, supervisory behavior and welfare items until, which tends toward the lack of accuracy, efficiency and effectiveness in day to day activates of process, producing products (projects) and or services. This research undertakes the descriptive research design with semi-structured questionnaire and purposively conduct in depth interviews for targeted participants of employees among the selected similarly seated Ethiotelecom districts (or multi stage clusters) of South West Addis Ababa Zone in all around 80 respondents in cross-sectional with quantitative and qualitative inquiry mode. The primary data were collected from publishers, brushers, websites and company shared reflections of weblogs and secondary data from close-ended questioners to analyzed, presented and applied with designed five Likert scale to measure variables and manipulated by SPSS techniques. In general, the study assesses the actual practices and challenges of the Ethio-telecom employee unfit–relations so far and to determine a pinpoint of labor-management synergy through citizenship and supervisory behaviors at all levels. The research result indicates dissatisfactions in relational contracts. Hence, it recommends an appropriate labor-management relation, recognitions and distributions of welfare items to create conducive environment through a learning organization. Satisfied staffs be accomplishes the mission as well as vision of the company being a world-class providers of telecom.

Key words: *Employee Relation, Supervisory Behavior, Employee Benefits, and Organizational Citizenship Behavior.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study and the Organization

1.1.1 Background of the Study

A common theme in HRM literatures has been take-up of 'new style' HRM practices designed to achieve high levels of employee performance, flexibility, and commitment. This means that contemporary HR practices have a much more direct relationship to organizational policymaking and performance issues than it was the case with traditional approaches to personnel management. Bach, S., & Sisson, K. (2000).

Every successful organization considers labor-management relations at all level have one thing in common where, they are strongly committed to create conducive working atmosphere. The most important part of any business or organizations is their employees. But, peoples don't work in vacuum; they need to communicate and work with others to get their jobs done. Employers need to manage relationships in the workplace to keep the business functioning smoothly, avoid problems, and make sure employees are performing at their best. Labor-management relations are focused on the relationship between the management and the workers within an organization. Labor-management relations include aspects of industrial life such as collective bargaining, trades unionism, discipline and grievance handling, industrial disputes, employee participation in management and the interpretation of labor laws. The collective bargaining process is a key part of industrial relations. It aims to reach an agreement for all employees and workers in a given company or workplace. Usually it focuses on issues such as wages, working hours, promotions, benefits and other employment terms. (Reynolds, C. M. 1994)

Trade unionism is also important for the interaction between management and workers. It includes the system, principles and practices of trades unions. These unions membership usually consists of workers whose common aim is to protect and promote their joint interests. An industrial dispute represents a conflict or difference of opinion between management and workers on certain employment terms. Where a trades union is recognized by the management

at the company or workplace, union officials will usually conduct negotiations with the management on behalf of the workers. (Amir R., Muhammad R., Syed, Huda & Zain 2012)

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 power, material and machines are also reduced. Employee relations refers to the total relationship between an employer (and their representatives) and the employee (and their representatives) in regard to the establishment of conditions of employment. In the past, the term 'industrial relations' has been used to describe this relationship; however, this has largely been replaced by the broader term 'workplace relations'. Although the two areas are similar, industrial relations usually refers to the resolution of conflict between employers and employees, while employee relations is an approach that incorporates all the issues in the employer–employee relationship in the workplace, including recruitment, equal opportunity, training and development, and organizational structure. From the employee relations perspective, an employee is an asset rather than a cost, and open communication and goal orientation are encouraged. It is accepted that legitimate differences exist in workplaces, but the aim is to reduce conflict through effective procedures and relationships. Organizations are continually examining ways to improve competitiveness and profitability. Central to these objectives is the effectiveness and efficiency of employees. A business seeking to improve performance will use its employee relations processes to:

• Encourage an effective workforce as a way of adding value to all areas of its organizational performance.

• Focus on using specific strategies to retain reward and motivate effective and skilled employees. (Michael J. 2008) Says in broad employee relations is communications between management and employees concerning work place decisions, grievances, conflicts, problem resolutions, unions, and for all issues of collective bargaining etc. This study describes the role and practice of effective employee relations in management of work organization by taking a case of Ethio-Telecom or to assess causes of the recurrent industrial disputes, efforts made by stakeholders to settle disputes and the possibilities of improving situations under the current

management. To achieve this research, the researcher uses an interviews, questionnaires as well as documentary review. Both qualitative and quantitative inquiry approaches deployed to collect and analyze data. Findings reveal that there were many causes of weak employee relations in the company and some stakeholders didn't effectively and efficiently perform their roles in the crisis. Weak relations or industrial disputes at any levels in the company were ignited poor working conditions, weak communication, weak participation, and failure of management to review contracts of employment to employees. The effects of industrial disputes in the company included losses of company returns, working morale as well as resistance to any organizational changes and frustration. (Amir R., Muhammad R., Syed, Huda & Zain 2012)

The study proposes the possible ways for improvement of employee relations in the company. Also recommendations provided about resolving employee - employer disputes in the company such as organizing training programs for employees and their representatives on the importance of effective employee relations for the purpose of achieving both organization and employee goals. According to (Edwards 2010) (Mulugeta Alemu 2014) employee relations involves the body of work concerned with maintaining employer employee relation that contribute to satisfactory productivity, motivation, and morale. Essentially, an employee relation is concerned with preventing and resolving problems involving individuals who arise out of work situations. Management shall provide information to employees to create better understanding of management's goals and policies to enhance harmonious employee relation. Feedback is a means to healthy employee's relation in correcting poor performance, and to address personal issues that affect them in the workplace. (Amir R., Muhammad R., Syed, Huda & Zain 2012)

1.1.2 Backgrounds of the Organization

1.1.2.1 Overview of Ehiotelecom

Ethiotelecom is an integrated telecommunications solutions provider operating in Ethiopia. Offers: internet, data, VAS and voice services. Currently provide telecom service in the entire country on voice, internet & data, channels, with comprehensive plans in place to meet the requirements set out by the Ministry of Communications & Information Technology (MCIT) and peoples of Ethiopia. (Company Documents and Brochures 2018)

Figure: 1.1 Company Logo

Source: Adopted from Company Documents and Brochures 2018

Ethiotelecom's; Mission, Vision and Core Values

Mission: To provide world-class, modern and high quality telecom services for all citizens equitably so as to transform the multifaceted development of the country to the highest level.

Vision: To be a world-class provider of telecom services.

Values:

- ➢ **Customer-centric:** We provide quick response to our customers and employees in line with their interest and values.
- ➢ **Excellence:** We are committed for quality and efficiency so that we are able to ensure excellent customer experience.
- ➢ **Accountability**: We carry out our activities with integrity, transparency, honesty and full responsibility.
- ➢ **Impartiality:** We are committed to be impartial and serve without any bias.
- ➢ **Sharing:** We always strive in synergy so as to accomplish the mission of our company.

1.1.2.2 Overview of Ethiotelecom Labor Union

As per many scholars and governmental directions, concerning for any employee relations Labor Union is one of the main stakeholders. So, Ethiotelecom basic labor union, previously Ethiopian Telecommunication Corporation (ETC), was firstly founded on 8 January, 1958 E.C and reorganized in 1968 E.C. It works for the interest and well-being of the company's employees at all. This becomes the realization of the social and economic needs of its members and non- members by laying out the right strategies that could play an important role in increasing the productivity of the workforce. Furthermore, the union strives hard for building strong working relationship between the company and its employees, and successful implementation of the company's mission and vision for guaranteeing industrial peace. The union also endeavors to enhance the employees' role in the success of the company through discharging their duties and upholding their rights. As a result, the company becomes profitable and the employees get the chance to receive rewards for their hard work. (Company Documents and Brochures 2018)

Figure: 1.2 ET Labor Union Logo

Source: Adopted from Company Documents and Brochures 2018

ET-Labor Union also haves a mission, vision and core values in related to the Ethiotelecom prime role towards the achievement of the company's goals and success.

1.2 Statement of the Problem

The government gives due attention and commitment for the development of the telecom sector and continuing the proclamations of "WHEREAS, it is essential to ensure that worker-employer relations are governed by the basic principles of rights and obligations with a view to enabling workers and employers to maintain industrial peace and work in the spirit of harmony and cooperation towards the all-round development of our country. Ethiopia Labor Proclamation 377/2003 Nevertheless, an incompatible employee relation in Ethiotelecom due to supervisory behaviors of each staff themselves and all the stakeholders lay or deviates like in according to managerial grid by (Robert and Jane 1984) out of in country club, authoritarian, middle-of-the-road, impoverished or in some exceptions of team leader. The overhear problems of behaviors also differs from each persons to endorse welfare items or less or misused in distributions.

(Egner 2009). Says organizations have always been on their toes to offer solutions to employer employee relations. (Blyton 2008) revealed that employees do not put up their best performance at work place when they are unhappy with management, government, or even their colleagues in different ineffectiveness or gaps of supervisory behaviors. Therefore, here a good labor-management relation is vital and directly relates with organizational performance.

The research insights and states the company problems throughout the country; Despite, the labor forces within a full of valuable efforts and the status quo of the employees are disciplined, A dynamics and situational major labor-management related problem areas like, the staffs are dissatisfies with their employee relation, insufficient grievance handling behaviors, managers doesn't recognize the employees and their representatives as a whole, and resembling trained are exercised due to the facts of supervisory behaviors.

1.3 Basic Research Questions

This study intends to answer for the following basic questions:

1. Does the supervisory behavior influence an employee relation?
2. In what ways can mutual relationship is enhances employee relation?
3. What are the challenges faced the employees in Ethiotelecom?
4. To what extent is the staff's attitudes concluded the essentiality of employee relation?
5. Does an effective communication enhance labor-management relation?
6. Does managers foresighted inhibit for employee participations through OCB?

1.4 Objectives of the Study

The main objective of the study is a reflection of lay down healthy employee relation settlement mechanisms in advance. So, depraved relation could not only be resolved if and when they arise but be prevented before it occurs.

1.4.1 General Objective

The general objective of the study is to assess the actual employee relation practices and challenges of Ethiotelecom.

1.4.2. Specific Objectives

1. To determine the influences of supervisory behaviors on the employee relation.
2. To ascertain the outcomes of mutual relationship through employee relation.
3. To identify beneficiary challenges faced the employees in Ethiotelecom.
4. To identify the attitudes of Ethiotelecom staffs about employee relation.
5. To determine the importance of effective employee communications.
6. To identify farsightedness inhibit enhances employee participation through OCB.

1.5 Significances of the Study

The study tries to help the organizations by highlighting the problems in employee relations and pointing out the consequences of employee relation didn't properly address and, describes the key information gaps under employees in maintaining conducive working environment. In order to accomplish an effective and meaningful change, it is essential to first have a comprehensive understanding of the current employee relations environment. Thus, the information where obtain using a proportionate focus group and actively listen the employees ideas and concerns. This supports process provides valuable information and insights for improving communication, working relationships and business performance.

The study could also be used as a reference for further studies to be undertaken in the future on the same or related matters.

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

The research conducts in-depth interview with selected interviewees from Ethiotelecom, and finding the exact practice and challenges of employee relations through the aligned structures of labor force verses districts. Due to largeness of the company, the study can't cover the whole staffs of regions, HQ, NAAZ, CAAZ, WAAZ, EAAZ, SAAZ, SFD, Network and CS with in the given limit of time and resource constraints. But, staffs of SFD's, Network and CS's are under SWAAZ in proportional ratios. So, rather than others SWAAZ is prevalent for this study.

1.6.2 Limitations of the Study

The problems that can narrow the completeness of the study are related to the following issues:
  ➤ In some levels of unwillingness to answer the questioners
  ➤ Information bias and misunderstanding of the question by the respondents.
  ➤ Non-union environments (employer associations) and staffs non-registered under union.
  ➤ The study would be more meaningful if it includes all the stakeholders like, MCIT, BOD, etc.

1.7 Organization of the Study

The research paper consists of five chapters:

- **Chapter one** consists; background of the research and the organization, statement of the problem, basic research questions, objective of the study, significant of the study, scope and limitation of the study.

- **Chapter two** includes; literature review which discusses the related literatures of the studied focused in terms of employee relation, supervisory behavior, welfare items and organizational citizenship behavior and definition of terms.

- **Chapter three** consists; research approach and methodology, sources of data, population of the study, sampling techniques and procedures, sample size determination, methods of data collection, validity and reliability, methods of data analysis and ethical considerations.

- **Chapter four** consists; data presentation, data analysis and interpretations.

- **Chapter five** includes; summery of findings, conclusions, recommendations and implications of further study. And at the end references and appendix included.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 THEORETICAL REFERENCES

2.1.1 Definition of Terms

The main theme of this research paper is assessing the employment relation; thus, the relevant terms of this study has been defined as follows:

2.1.1.1 Employment Relationships: The purpose of employee relations is to provide for effective and consistent procedures for rule-making, consistency in dealing with employee relations issues, fairness, processes that can affect and improve employee behavior or mechanisms to resolve differences or disputes. The value-added outcomes that can result from good employee relations include improved morale and commitment, fewer grievances, productivity increases and better control of labor costs. (M. Armstrong 2005).

2.1.1.2 Managerial or Supervisory Behavior: (Lawler 2003) suggests that what managers have to do is 'to treat people right'. This means recognizing them as individuals with different needs and wants, rewarding their achievements, helping them to develop, and treating them with consideration as human beings. (M. Armstrong 2005).

2.1.1.3 Employee Compensation: refers to the benefits (cash, sanitary, vacation, etc.) that an employee receives in exchange for the service they provide to their employer. Employee compensation is generally one of the largest costs or expenses for any organization. There are many different types of compensation paid to employees and categorized with monetary and non-monetary. Compensating Differences Theory: This theory argues that workers who face particularly desirable (undesirable) working conditions receive lower (higher). (Williamson 1985)

2.1.2 Theories Explaining the Employment Relationship

The meaning of the employment relationship has been explained in a number of theories, summarized below: Adopted from (M. Armstrong 2000)

2.1.2.1 Labor Process Theory

Labor process theory was originally formulated by Karl Marx (translated in 1976). His thesis was that surplus is appropriated from labor by paying it less than the value it adds to the labor process. Capitalists therefore design the labor process to secure the extraction of surplus value. The human capacity to produce is subordinated to the exploitative demands of the capitalist, which is an alien power confronting the worker who becomes a 'crippled monstrosity by furthering his skill as if in a forcing house through the suppression of a whole world of productive drives and inclinations'. Considerably later, a version of labor process theory was set out by Braverman (1974). His view was that the application of modern management techniques, in combination with mechanization and automation, secures the real subordination of labor and de-skilling of work in the office as well as the shop floor. He stated that the removal of all forms of control from the worker is 'the ideal towards which management tends, and in pursuit of which it uses every productive innovation shaped by science'. He saw this as essentially the application of 'Taylorism' (i.e. F W Taylor's concept of scientific management, meaning the use of systematic observation and measurement, task specialism and, in effect, the reduction of workers to the level of efficiently functioning machines).

(Thompson and Harley 2007) noted that: 'The notion of the workplace as contested terrain is a central motif of labor process theory.' They pointed out that what is happening is a process of 'capitalizing on humanity' rather than investing in human capital. However, they did comment that; 'In the employment relationship there will always be (actual and potential) conflict, but simultaneously there will be shared interests.' And they suggested that: 'In an environment where employee skills and commitment are central to organizational success, it is precisely by giving more that organizations will gain more.' (M. Armstrong 2000)

2.1.2.2 Agency Theory

Agency or principal agent theory indicates that principals (owners and managers) have to develop ways of monitoring and controlling the activities of their agents (staff). Agency theory suggests that principals may have problems in ensuring that agents do what they are told. It is necessary to clear up ambiguities by setting objectives and monitoring performance to ensure that objectives are achieved. Agency theory has been criticized by Gomez-Mejia and Balkin (1992) as 'managerialist'. As Armstrong (1996) wrote: 'It looks at the employment relationships purely from management's point of view and regards employees as objects to be motivated by the carrot and stick. It is a dismal theory, which suggests that people cannot be trusted.' (M. Armstrong 2000)

2.1.2.3 Exchange Theory

Exchange theory sets out to explain organizational behavior in terms of the rewards and costs incurred in the interaction between employers and employees.

There are four concepts:

1. Rewards – payoffs that satisfy needs emerging from the interactions between individuals and their organizations.

2. Costs – fatigue, stress, anxiety, punishments and the value of rewards that people have lost because of lack of opportunity.

3. Outcomes – rewards minus costs: if positive the interaction yields a 'profit' and this is satisfactory as long as it exceeds the minimum level of expectation.

4. Level of comparisons – people evaluate the outcome of an interaction against the profit they are foregoing elsewhere. (M. Armstrong 2000)

2.2 Conceptual Briefing of the Study

2.2.1 Psychological Contract and Transactional Contract

Two types of contracts defining the employment relationship have been distinguished by (MacNeil 1985) and (Rousseau and Wade-Benzoni 1994), namely relational contracts and transactional contracts. (M. Armstrong 2000).

1. Transactional contracts are formal contracts that have well-described terms of exchange between employer and employees, which are often expressed financially. They contain specified performance requirements.

2. Relational contracts are largely informal contracts with more abstract terms and refer to an open-ended membership of the organization. Performance requirements attached to this continuing membership are incomplete or ambiguous. (M. Armstrong 2000).

(Schein 1988) is largely responsible for this notion of a psychological contract rather than transactional and his suggestion was that between employer and employee there exists an implicit contractual relationship which is derived from a series of assumptions on the part of employer and employee about the nature of their relationship. These assumptions may not be legally enforceable but they constitute a set of reciprocal arrangements and form the basis for a series of expectations that may have a considerable degree of moral force.

The main assumptions are that:

➢ Employees will be treated fairly and honestly.

➢ The relationship will be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments.

➢ Employees' input will be recognized and valued by the employer. (M. Armstrong 2000).

The employment relationship is also an informal and constant process that happens whenever an employer has dealings with an employee, and vice versa. Underpinning the employment relationship is the psychological contract, which expresses certain assumptions and expectations about what managers and employees have to offer and are willing to deliver. (M. Armstrong 2000)

2.2.2 The Psychological Contract and the Employment Relationship

The psychological contract is a way of interpreting the state of the employment relationship. As described by (Guest 1996), the psychological contract may provide some indication of the answers to the two fundamental employment relationship questions that individuals pose:

'What can I reasonably expect from the organization?' and 'what should I reasonably be expected to contribute in return?' But it is unlikely that the psychological contract and therefore the employment relationship will ever be fully understood by either party.

The aspects of the employment relationship covered by the psychological contact will include from the employee's point of view:

- ➢ How they are treated in terms of fairness, equity and consistency;
- ➢ Security of employment;
- ➢ Scope to demonstrate competence;
- ➢ Career expectations and the opportunity to develop skills;
- ➢ Involvement and influence;
- ➢ Trust in the management of the organization to keep their promises.

From the employer's point of view, the psychological contract covers such aspects of the employment relationship as competence, effort, compliance, commitment and loyalty.

(Armstrong 2000)

2.2.3 The Core of Psychological Contract

A model of the psychological contract as formulated by (Guest 1996) suggests that the core of the contract can be measured in terms of fairness of treatment, trust, and the extent to which the explicit deal or contract is perceived to be delivered. (M. Armstrong 2000)

Figure 2.1 Model of the Psychological Contract

Causes	Content	Consequences
• Organizational culture • HRM policy and practice • Experience • Expectations • Alternatives	• Fairness • Trust • Delivery of the deal	• Organizational citizenship • Organizational commitment • Motivation • Satisfaction and well-being

Source: Adopted from (M. Armstrong 2000)

14
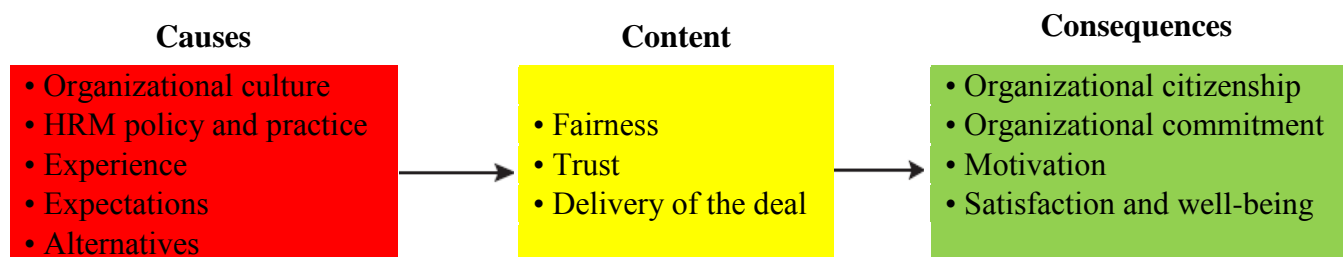
2.3 Empirical Reviews

2.3.1 An Overview of Labor Management Relation

Since, Labor Management Relations is a multi-disciplinary and dynamic field of study:

Labor management can be used as a substitute for the following terms namely: union-employer relation, worker-employer relation or employee relation. According to Akpala (1982:29) Nonyelum (2012) labor management relations is concerned with the internal arrangement between employers and trade union in a bipartite relationship within an industry or across industries or within an enterprise to regulate their relations affecting employment and its compensation.

Management must relate with labor if the organization must survive the absence of this relation will robe the organization of the workers loyalty and high performance. Herman W. Stekraus, Nonyelum (2012) called it human relation and defined it as the working together of management and employees in the spirit of mutual understanding and team work, with the definitions above, we can now understand that when management and labor are integrated as of team, they will work harmoniously and productively for economic benefit and social satisfaction of all.

Labor management relations is part of industrial relations, but industrial relations is broader, whenever an intervention by government as third party occurs the relationship becomes more involved and is known as industrial relations (Akpala 1982). Ukoha (1989: 185) Nonyelum (2012) said that industrial relations is the relationship that exists between workers, employers and the government for the purpose of determining the conditions under which work is done, therefore we can state that industrial relations is the regulation of the employers relationship by the workers or labor union, the employers or management and the government or its agencies, the propose of which is the establishment of job rules which specify the rights, duties and responsibilities of each other.

2.3.2 Labor Management Relations and the Management

Relations between labor and management have been strained through the years. The management practices that were sufficient many years ago do not work with today's work force. It is time that these practices change to reflect the current workforce (Piderman 1995). (A. Razi, M. Ramzan, S. Atif Ali, Khan and Z. Hassan 2012)

Most management practitioners have come to recognize that paying attention to employees in their organization is as important as any attention paid to the technical side of their plans if not more important. (Andre 1886) and (Nonyelum 2012) is beloved to be the first to emphasis the value of the individual worker to an economic system, he was said to heave rated workers higher than everything else in importance. There is not universal acceptable definition of management; the word has different meaning depending on the context and purpose. The word management was derived from the Italian word "managgiare" meaning to train houses, (PETER F. DRUCKER 1686)   on the book Management Tasks, responsibilities and practices defined management as an objective function that ought to be grounded in the responsibility for performance, according to (MC Farland,2009) Organization Behavior Structure, Process and Design management is the process by which mangers create, direct, maintain and operate purpose organization through systematic co-ordinate and control" the definition that suited the researcher was the one defined by (Mary Parker 1920); she defined management as the arts of getting things done through and with people. Management should exercise certain powers and envoy some privileges, but not at the detriment of its workers and the organization as a whole, totalitarian attitude or being too bossy on workers does not constitute what can be rightly called labor management relation. In the book human relation for management edited by (E. C. Busk, 1986) it is said that an employer, who is strict and fair is usually respected by his workers, so management should be just, firm and impartial towards things that concern its workers. It should also be noted that a reasonable manager should always make necessary arrangement to ensure that all materials required for the efficient performance of the job are made available at the right time and place.

2.3.3 Labor Management Relations and the Employee

Every employee is important to an organization; putting personal touch to job environment is a good element of labor management relations, for instance a chat with a junior staff at his table by a top management might mean much to the junior staff and bolster his sense of belonging and willingness to work harder. Meanwhile as one considers the need to be reasonable, the employees should also cultivate the right attitude to work by being willing to accept change and pledge his loyalty as well. Earless attitude to work result to poor performance at work, no matter how vast the resources of an organization may be if it has not got capable and well satisfied employees, it will scarcely be successful in its operation, hence the need for a good labor management relation. (Nonyelum 2012)

According to (Ukoha 1989:185) he defined a worker as any person who has agreed to render service to another and in the process of rendering this service to obey his orders and to submit to his instructions and directives for remuneration called wages, the labor code of United Republic of (Cameroun 1974) defined labor as any person who has undertaken to place his gainful activity in return for a remuneration under direction and control of another person who may be an individual, a private or public company or a corporation who is styled the worker.

(Nonyelum 2012). Also articulates, an employee who puts all his effort at work, expects good pay, conductive condition, holiday and sick leaves, security of job etc.

2.3.4 Employee Relation on the Managerial Grid Model

From Leadership Dilemmas – Grid Solutions by (formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton 1991).

The managerial grid model is a style leadership model developed by Robert R. Blank and Jane Mouton. This model originally identified five (5) different leadership styles based on the concern for people and the concern for production. The technical terms overhear shows the devotions of leadership styles or supervisory behavior. i.e. Indifferent (previously called impoverished), Accommodating (previously, country club), Dictatorial (previously, produce or perish), Status quo (previously, middle-of-the-road), and Sound (previously, team style)

Figure 2.2 the Fives Leadership or Supervisory Style
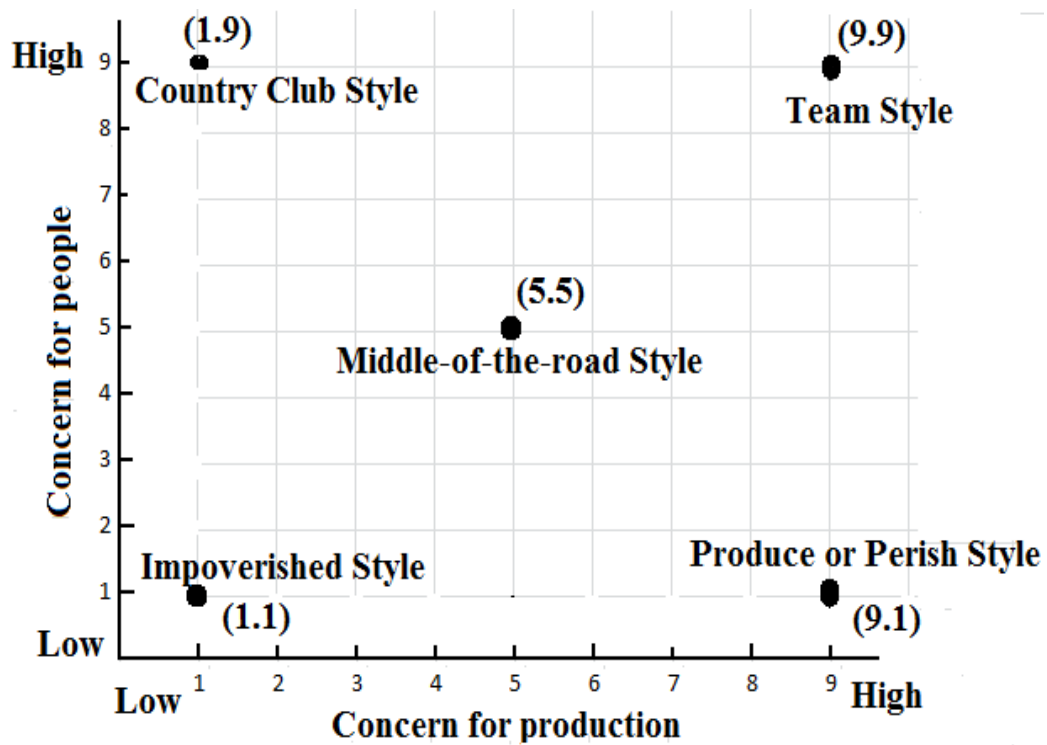
Source: Adopted by Robert R. Blake and Jane S. Mouton (1991).

Table 2.1 Explanations of the fives Leadership or Supervisory Style

STYLE	FEATURES	CONCERN FOR PEOPLE	CONCERN FOR TASK
Impoverished Management	Laissez-faire style; minimal effort on management; hoping to avoid blame for errors	1	1
Country Club Management	Focus on creating safe, comfortable working environment; minimal conflict	9	1
Task Management	Autocratic style, consistent with McGregor Theory X. Workers have to complete tasks – nothing else	1	9
Team Management	Staff closely involved in decision-making & feel valued; consistent with McGregor Theory Y	9	9
Middle of the Road Management	Compromises made to achieve acceptable performance; thought to be the less effective leadership style	5	5

Source: "The five different leadership styles" (Robert R., Jane S. and Walter B. 1993)

2.3.5 Employee Participation in Decision Making

According to (Pons and Deale 1998) industrial democracy refers primarily to participation in management and participation in decision making process by the workers in an organization, in the same vein, (Elliot 1988) as quoted in (Swanepol 2000) defined participation as the act of claiming right to have a say over matters affecting their work lives. Industry democracy is a compelling aspect of management decision making, the reason for the involvement of workers in decision affecting that affairs of the organization is hinged on the fact that the workers are regarded as partners in progress by management, it is also important for management to involve workers in decision, in order to ensure high level of morale and performance.

In general the concept of employee participation emphasizes the need for cooperation between employer and employee, and for employees to share in the decision making processes of management. Employee participation entails the involvement of the employee in as many facets of his/her work life as possible; this may occur either directly or indirectly through LU(s), which are the representatives of the employees (Bendix, 2001). (Emmanuel T. 2013). It is widely believed that employee participation may affect an employee's job satisfaction, productivity, commitment, which can create comparative advantage for an organization (Bhatti & Qureshi, 2007:54). High performing, effective organizations have a culture that encourages employee involvement, since employees are willing to get involved in the decision making process, goal setting and problem solving activities, which then results in higher employee performance (Slocum & Woodman, 1998), cited in (Bhatti & Qureshi, 2007). Emmanuel T. (2013). Employee participation can either be direct or indirect. In direct participation employees are involved in the activity or process. In the case of indirect participation, their involvement occurs through LU(s), which are the employees' representatives (Bendix, 2001). In the same vein Kester (2007) states that indirect participation is a situation where employees share in some or all decisions that are made in the workplace via their representatives. The following are some of the reasons for employee participation:

Firstly, making employees to participate in the decision making of an undertaking is an acknowledgement of the vital role that employees play in an organization, and is also recognition of their economic rights (Venter 2009).

Secondly, engaging the employees in decision making is an extension of the principles of democracy in the workplace, where employees can exercise greater influence over decisions that affect their lives at work (Davis & Lansbury, 1992).

Lastly, engaging employees in decision making will help to reduce turnover, absenteeism, the number of grievances, and will result in a more cooperative relationship between management and labor (Masskarik & Tannenbaum, 1999)

2.3.6 Mutual Employee Relationship on Performance

Performance is the measure of how resources are brought together in an organization and utilized for accomplishing a set of result. Performance to be effective and efficient only if there is a mutual relationship between workers and management. There is always a condition of service in every organizations together labor and management should determine the term and condition under which employees will work, how much employees are paid, when they must come to work, when they are to leave work and how promotion are to be done, if both parties fulfill their own part there will definitely co-exist peacefully. Money alone can only buy machinery, tools, man's physical presence in an organization, but cannot buy initiative, loyalty and enthusiasm. Cooperation on both sides will lead to better wages, good condition of work, increased productivity, industrial peace and more importantly increased performance. Nonyelum (2012)

2.3.7 Employee Effective Communication

As a manager, your prime responsibility is to get things done through people, however sound your ideas or well-reasoned your decision are, they become effective only as they are transmitted to others and achieve action or re-action, communication is specifically needed to establish and distribute or spread widely the goals of an organization, develop and appraise members of the organizational and control performance. It is important for information to flow freely between management and labor. The purpose of communication in an organization is to effect change, to influence action towards the welfare of the organization. Communication flows in various directions, downwards, upwards and crosswise. Traditionally downwards communication was emphasized but if communication flows only downwards, problems will develop, in fact one could argue that effective communication has to start with the subordinate

and this means primarily upward communication, also flows horizontally, that is between people on the same or similar organizational levels and diagonally involving persons forms different levels who are not in direct reporting relationship with one another. The research that observes the intranet and ERP, OMPES, CRM and so on applications of ET maintain an effective communications. And meetings, Fenote Telecom (ET-TV program), department magazines are pacemakers of information to their subordinates. (Company weblog 2018)

2.4 Thematic area of the Research Study

2.4.1 Employee Behavior

Motivation, Commitment and Employee Engagement

2.4.1.1 Motivating Employees

Managers must motivate people to join the organization, remain in the organization, perform well and come to work regularly. Motivations are factors that causes, channel and sustain an individual's behavior, qualified manpower must be attracted and maintained it defined motivation and the psychological drive that direct someone towards an objective, managers should understand that the continuous success of their business depends on being able to attract and retain staff that committed to the business; employees who are not interested and bored would not provide good services, would make mistakes and damage the organization's reputation. In view of this, When reading about motivation in general there are theories where frequently cited or mentioned are; The Douglas McGregor (1960) Theory X and Y, Maslow's hierarchy of needs (A. Maslow 1987) and the Herzberg's two factor theory (Herzberg et al. 1993) in this study I proposes that this is a relevant place for the field of motivation. So, the motivation theory by Douglas McGregor (1960) produced his analysis of the different views about people and how they should be motivated. Theory X is the traditional view that the average human dislikes work and wishes to avoid responsibility and that, therefore, 'most people must be coerced, controlled, directed, threatened with punishment to get them to put forward adequate effort towards organizational objectives'. In contrast, theory Y emphasizes that people will exercise self-direction in the service of objectives to which they are committed and that commitment to objectives is a function of the rewards associated with their achievement. Abraham Maslow will be explained for further understanding of the effects of motivation on workers performance. He classified needs into hierarchy arranged in an ascending

order of urgency. (Paul. D. Sweeney 2002) Starting from: 1) Physiological needs, 2) Safety needs, 3) Social needs, 4) Esteem needs and 5) Self-actualization needs. This five stage model can be divided into two needs i.e. deficiency needs and growth needs. The first four levels starting from the bottom are often referred to as deficiency needs (***D-needs***), and the top one level is known as growth or being needs (***B-needs***). (A. Maslow's need 2018)

Figure 2.4 Abraham Maslow's Needs Hierarchy

Source: Adopted form A. Maslow's (1987) Paul. D. Sweeney (2002)

Abraham Maslow's Needs Hierarchy gets in an organization Hodgetts (1989:40) is willing and Management may carter for physiological needs by offering adequate wages and salary, acceptable working hours and working condition like heat, ventilation and rest room. Need for safety and security can be satisfied by management initiative to provide life insurance, job security, cost of living increment and pension plans, social needs, provide opportunity for employees to interact, self-esteem need will be achieved by giving workers challenging task and providing positive feedback on their performance and lastly to satisfy self-actualization, the employees should be given an opportunity to shape their own jobs and freedom of expression.

To solve a problem one needs to understand not only the enormity of the problem, but also the different dimension of the problem. There is also the problem of health and training of workers in an organization as a means of motivation. The need for safety and health precaution cannot be overemphasized in aspects of engineering and such like departments, there is need for safety equipment that are needed to do the job , but in situations where management do not provide these equipment timely, the workers would rather not work than risk their life doing the work. The technical power especially staffs are needs information or training on procedures where

exposure to safety hazards. So motivating workers through health care, training, job enrichment, participation and increased incentives is both for the benefit of management and labor, and also to enhance smooth relations between management and labor.

Another theory which haves a great influence on the field of motivational research is the two-factor theory from Frederick Herzberg. Herzberg et al. (1993) conducted an extensive study on motivation at work. The answers in their study showed how people answered different on what satisfied them at work and what made them dissatisfied (Herzberg, 1993, p.113-119). This was categorized by Herzberg as motivational factors and hygiene factors. The name hygiene factors come from a prevention of dissatisfaction. Even though factors such as the working environment do not motivate the employee, if insufficient, the worker will be dissatisfied. Motivational factors are what can be connected to self-actualization. Rewards which will reinforce the actualization of one's self is what according to (Herzberg 1993) will motivate the employee.

Figure 2.5 Interpretation of Herzberg's two-factor theory
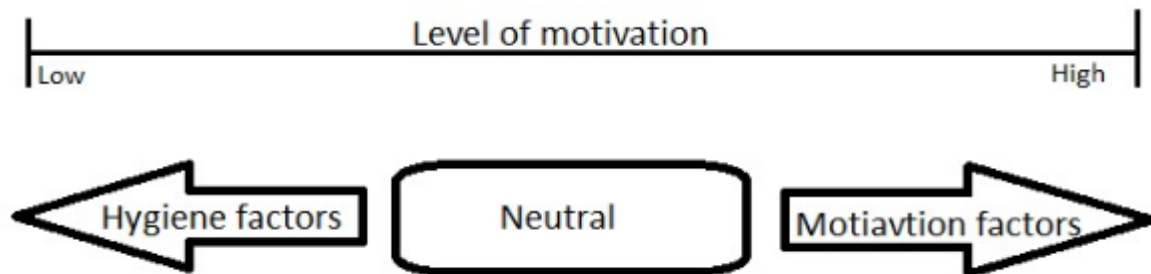
Source: Adopted from Herzberg et al. (1993)

Figure 2.6 Interpretation of the dynamics of motivation

Source: Adopted from (Oskar B. 2017)

(Herzberg 1993). Stress how "hygiene is not enough". Explains hygiene factors and motivational factors relations change the employee behaviors. It is shown how even though hygiene factors are satisfied the motivation is still at a neutral position. To increase motivation and in turn employee behaviors both hygiene factors and motivational factors have to be present.

Special Motivational Techniques:

1. Money: Money can never be overlooked as a motivator whether in the form of wages, bonuses, company paid insurance or any other incentive pay that may be given to employees for performance, in spite of the variation to eh place of money in motivation among scholars, it is worthy to mention that money will still remain a strong means of motivating workers particularly where workers live below poverty line. (Walton, R E 1985)

2. Reinforcement: The teaching of re-enforcement as a means of motivation could be credited to the words of (Skinner 1985), he states that a worker would want to repeat a performance if he/she receives recognition or praise for such an act, on the other hand, whenever a worker is reprimanded for an act, the tendency is that he/she will drop it since it was not approved of.

3. Job Enrichment: This type of motivational technique points to the importance of making jobs challenging and meaningful. Job enrichment is related to Hertzberg's theory of motivation in which factors such as challenge, achievement and responsibility are seen as real motivators, workers can be enriched by giving them more feedback in decision issues, by encouraging interaction between workers and giving workers the feeling of personal responsibility for their task and giving them feedback on their job performance. (Walton, R E 1985)

2.4.1.2 Commitment

Employee commitment is an important factor in organizational effectiveness, especially at the time when competition is so intense. (Saks 2006) argues that "Commitment is a state of being in which an individual becomes bound by his actions and beliefs that sustain his activities and his own involvement. He (Saks 2006) also notes that, "the power of commitment in shaping attitudes stems from the fact that individuals adjust their attitudes to fit the situations to which they are committed". According to him, commitment can be increased and harnessed "to obtain support for organizational ends and interests" through such ploys as participation in decisions

about actions. (Mowday 1982) defined commitment as "the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be characterized by at least three factors: a) a strong belief in and acceptance of the organization's goals and values; b) a willingness to exert considerable effort on behalf of the organization; and c) a strong desire to maintain membership in the organization (Mowday, Porter & Steers; 1982). Hence the definition suggests that i) commitment is a multidimensional construct consisting of what are commonly described as affective commitment, effort commitment and continuance commitment. (Mowday 1982) also defined commitment as consisting of three components namely; identification with the goals and values of the organization; a desire to belong to the organization; and a willingness to display effort on behalf of the organization. Employee commitment is critical to the success of any organization. (Meyer and Allen 1997) stated that a committed employee is one who will stay with the organization through thick and thin, attend work regularly, put in a full day and may be more, protect company assets and who shares company goals. When an employee is enthused such that he or she finds herself or himself working effortlessly, loyally, consistently and harder for the ideals of the organization, then such an employee can be said to be committed. Theories on commitment by Beer, Spector, (Quinn and Walton 1984) see high organizational commitment as an aspect that is realized through career paths that lay emphasis on training and commitment as the most desirable attributes of employees at every tier of the organization. The cost implications of employee loyalty can never be under estimated, thereby pointing to organizations to take judicious interventions to manage and enhance staff cohesion and commitment. (Walton 1985).

2.4.1.3 Employee Engagement

Employee engagement is the positive attitude held by the employee toward the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Robinson, Perryman, and Hayday, 2004) (Maslach 2001). Employee engagement as a concept with a sparse and diverse theoretical and empirical demonstrated relevance to the relationship among potential antecedents and consequence of engagement as well as the components of engagement have engagement have not been rigorously conceptualize, much less studied. (Macey and Schneider 2010) State that engagement is the illusive force that motivates employees to higher (or lower)

levels of performance. They contend that employee engagement is a desirable condition that has an organization purpose and connotes involvement. It is the commitment passion, enthusiasm, focused effort and energy so that it has both attitudinal and behavioral component. (Doherty 2010) States that engagement is about respect going up, down and across a business. It also relates to alignment of HR and management policies to business culture and objectives. (Melcrum 2005) defines employee engagement as composing of three areas which are think, act, feel. Think which is cognitive commitment describes an employee's intellectual connection with the company, including their support and belief in the company's objectives. Feel, on the other hand is affective commitment describing a strong emotional connection to the company. The employees feel loyal, devoted and have a sense of belonging and are proud to work for the company. Lastly, act relates to behavioral commitment. Employees act in ways that support the success of the organization. They are willing to stay with the company despite other opportunities and frequently go above and beyond normal expectations to help the company succeed. (Kahn W.A 1990) (M. Armstrong 2014)

Figure 2.7 Conceptual framework for employee engagement (M. Armstrong 2000)
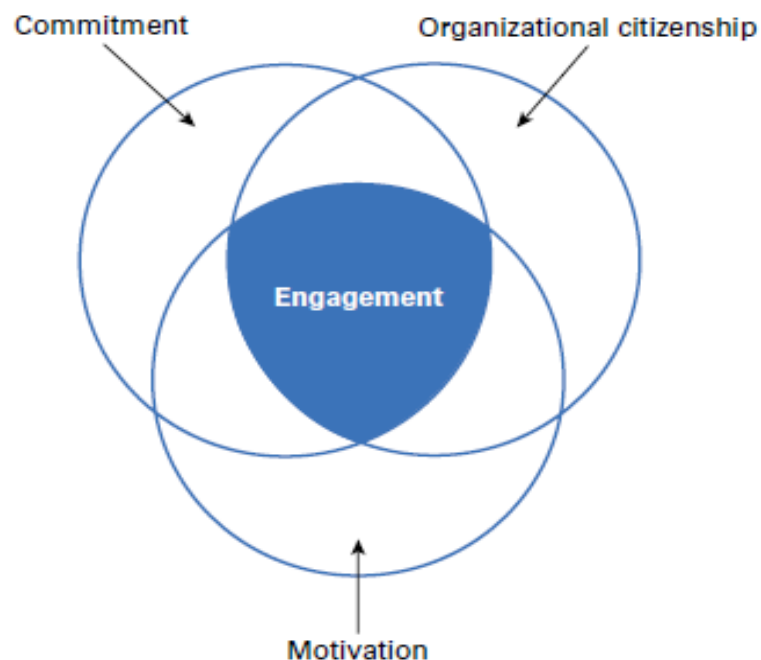
Source: Adopted from M. Armstrong (2000)

Engagement practices from the combinations of Motivation, commitment and Organizational Citizenship. (Armstrong 2000)

2.4.2 Supervisory Behavior

A supervisor is the first level of management where they are given major tasks and duties and responsibilities to form and lead work groups in organizations (Elangovan and Karakowsky, 1999) (Alganesh G/Medhin 2015).

Behavior theories reject any talk about "inborn potential' or "virtue" approaches to leadership. Behaviorism reduces leadership to a set of actions that any leader must take relative to an organizational situation. In the behavior theories, there are no "born leaders." Leaders can be trained, and traits that a leader must have can be taught and developed. Therefore, anyone can be a leader, but they must have the proper environment and training for leadership qualities to develop. (R. Stewart 2013)

2.4.2.1 Personality

The 'big five' personality traits – Openness, agreeableness, neuroticism, extraversion and conscientiousness – studded by (Organ & Ryan, 1995).

Table 2.2 Big Five Personality Traits

Trait	Description
Openness	Being curious, original, intellectual, creative, and open to new ideas.
Conscientiousness	Being organized, systematic, punctual, achievement-oriented, and dependable.
Extraversion	Being outgoing, talkative, sociable, and enjoying social situations.
Agreeableness	Being affable, tolerant, sensitive, trusting, kind, and warm.
Neuroticism	Being anxious, irritable, temperamental, and moody.

Source: Adopted from (Organ & Ryan 1995)

2.4.2.2 Interpersonal Behaviors

Interpersonal behaviors characterize the way people interact with others around them. In the professional world, purposeful behaviors, those that contribute to decisions being made, are often organized into categories. (Glickman 2010)

Table 2.3 Interpersonal Behaviors and Contextual Definitions

Interpersonal Behaviors	Contextual Definitions
1. **Listening**	Supervisor sits and looks at the speaker and notes his or her head to show understanding.
2. **Clarifying**	Supervisor asks questions and statements to clarify the speaker's point of view.
3. **Encouraging**	Supervisor provides acknowledgement responses that help the speaker continue to explain his or her positions.
4. **Reflecting**	Supervisor summarizes and paraphrases the speaker's message for verification of accuracy.
5. **Presenting**	Supervisor gives his or her own ideas about the issue being discussed.
6. **Problem Solving**	Supervisor takes the initiative in pressing all those involved to generate a list of possible solutions.
7. **Negotiating**	Supervisor moves the discussion from possible to probable solutions by discussing the consequences of each proposed action and narrowing down choices with questions.
8. **Directing**	Supervisor tells the participant(s) either what the choices are or what is to be done.
9. **Standardizing**	Supervisor sets the expected criteria and time for decision to be implemented, sets target objectives, and conveys expectations.
10. **Reinforcing**	Supervisor strengthens the directive and the criteria to be met by telling of possible consequences, either positive or negative.

Source: Adopted from (Glickman, 2010)

2.4.2.3 The three Levels of Leadership Model

The Three Levels of Leadership model is a tool for developing leadership presence, awareness, and skills. This model, developed in 2011 by James Scouller, author and professional leadership coach, summarizes what leaders must do in order to bring leadership to their group, and develop themselves technically and psychologically as leaders. Scouller recommends that effective leaders develop their skills on all three levels simultaneously. The Three Levels of Leadership are: Public, Private and Personal.

Figure: 2.8 Conceptual Frame Wok for the three Levels of leadership model (Scouller, 2011).
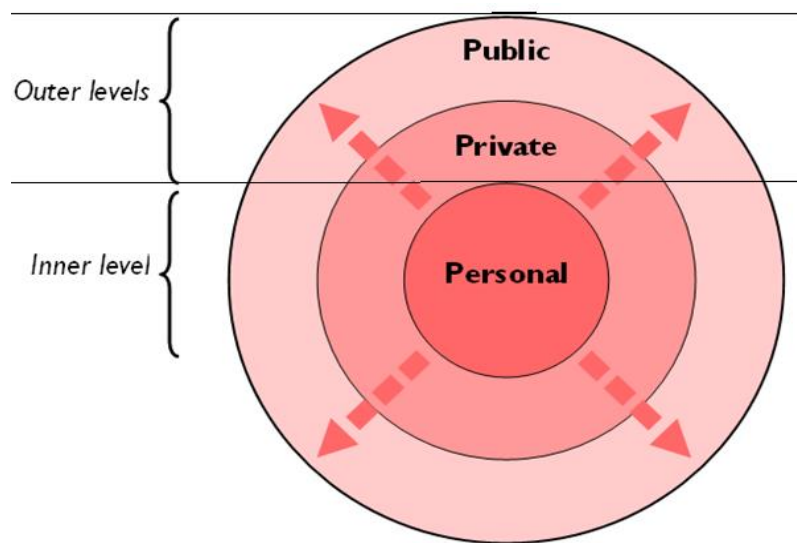
Source: Adopted from: (Scouller, 2011)

 The three levels in the above figure referred; on the model's name are Public, Private and Personal leadership. The model is usually presented in diagram form as three concentric circles and four outwardly directed arrows, with personal leadership in the center. (J. Scouller, 2011).

- The first two levels – public and private leadership – are "outer" or "behavioral" levels. Scouller distinguished between the behaviors involved in influencing two or more people simultaneously (what he called "public leadership") from the behavior needed to select and influence individuals one to one (which he called private leadership).
- The third level – personal leadership – is an "inner" level and concerns a person's leadership presence, knowhow, skills, beliefs, emotions and unconscious habits. "At its heart is the leader's self-awareness, his progress toward self-mastery and technical

competence, and his sense of connection with those around him. It's the inner core, the source, of a leader's outer leadership effectiveness." (J. Scouller, 2011).

The idea is that if leaders want to be effective they must work on all three levels in parallel. The two outer levels – public and private leadership – are what the leader must do behaviorally with individuals or groups to address the "four dimensions of leadership" (Scouller 2011). These are:

1. A shared, motivating group purpose or vision.
2. Action, progress and results.
3. Collective unity or team spirit.
4. Individual selection and motivation.

The inner level – personal leadership – refers to what leaders should do to grow their leadership presence, knowhow and skill. It has three aspects:

1. Developing one's technical knowhow and skill.
2. Cultivating the right attitude toward other people.
3. Working on psychological self-mastery.

Scouller (2011) argued that self-mastery is the key to growing one's leadership presence, building trusting relationships with followers and enabling behavioral flexibility as circumstances change, while staying connected to one's core values (that is, while remaining authentic). To support leaders' development, he introduced a new model of the human psyche and outlined the principles and techniques of self-mastery (Scouller 2011). The assumption in this model is that personal leadership is the most powerful of the three levels. Scouller likened its effect to dropping a pebble in a pond and seeing the ripples spreading out from the center – hence the four arrows pointing outward in the diagram. "The pebble represents inner, personal leadership and the ripples the two outer levels. Helpful inner change and growth will affect outer leadership positively. Negative inner change will cause the opposite." (Scouller, 2011)

2.4.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism. (Podsakoff & Blume 2009)

Though OCB is a spontaneous initiative taken by staff, you are able to promote OCB in your workplace through employee motivation, as well as giving them the opportunity to display OCB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of OCB (Organ, Podsakoff & MacKenzie, 2006). Management should also be educated about OCB, and consider having OCB included in performance evaluations in order to actively encourage it among employees. White Paper (OCB) Deww Zhang (2011).

Organizational citizenship behavior (OCB) is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000) (Ehrhart, 2004).

2.4.3.1 What is OCB?

Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ, 1997). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000) (Werner 1994),

the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with

deadlines, or volunteering to change shifts. Importantly, OCB also encompasses organizational-related acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions.

2.4.3.2 Benefits of OCB

OCB has been shown to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization.

The effects on employee relations in OCB are threefold.

Firstly, workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff et al., 2009). This could be because employees who engage in OCB are simply liked more and secondly, perceived more favorably (this has become known as the 'halo effect'), or it may be due to more work-related reasons such as the manager's belief that OCB plays a significant role in the organisation's overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ et al., 2006).

Regardless of the reason, the Second effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits.

Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant (Organ et al, 2006). Empirical review by (Podsakoff et al., 2000) enhancing organizational effectiveness.

Why does OCB seem to have such compelling effects on the individual and the success of an organization? (Organ 2006) has offered the following suggestions. OCB can:

➢ Enhance productivity (helping new co-workers; helping colleagues meet deadlines)

➢ Free up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behavior facilitates cohesiveness (as part of group maintenance behavior).)

➢ Attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging)

> Create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency).

2.4.3.3 Antecedents of OCB

Since OCB is beneficial in every organization, it is important to consider the factors which affect engagement in OCB in the workplace. The antecedents of OCB have been broadly categorized into three areas: personality/trait, attitudinal, and leadership/group factors. The influence of personality on tendency to exhibit OCB is minimal; however it does mean that some staff will be more naturally inclined towards engaging in OCB than others. The other two categories are more promising, in that attitudes can be cultivated and leadership and group characteristics can be altered to facilitate staff engagement in OCB.

2.4.3.4 Attitudes

The traditional measures used as valid predictors of organizational citizenship behavior include; job satisfaction, employee engagement, organizational commitment, motivation and the level of trust between an employee and his/her co-workers and supervisors. The umbrella term 'morale' has been coined to cover job satisfaction, perceived fairness, effective commitment and leader consideration (Organ 2006),

2.4.4 Employee Welfares

Employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual leave, holidays, etc. Armstrong (2000)

2.4.4.1 Objectives of Employee Benefits

The objectives of the employee benefits policies and practices of an organization are to:

> Provide a competitive total remuneration package that both attracts and retains high quality   employees;
> Provide for the personal needs of employees;
> Increase the commitment of employees to the organization;
> Provide for some people a tax-efficient method of remuneration.

Note that these objectives do not include 'motivate employees'. This is because the normal benefits provided by a business seldom make a direct and immediate impact on performance.

They can, however, create more favorable attitudes towards the business, which can improve commitment and organizational performance in the longer term. Armstrong (2000)

2.4.4.2 Main types of employee benefits
Can be divided into the following categories of tangible and intangible benefits:

Tangible Benefits:
- **Pension schemes:** these are generally regarded as the most important employee benefit where assuring social security.
- **Personal security:** these are benefits that enhance the individual's personal and family security with regard to illness, health, accident or life insurance.
- **Financial assistance:** loans, house purchase schemes, relocation assistance and discounts on company goods or services.
- **Personal needs:** entitlements that recognize the interface between work and domestic needs or responsibilities, e.g. holidays and other forms of leave, child care, career breaks, retirement counseling, financial counseling and personal counseling in times of crisis; fitness and recreational facilities.
- **Company cars and petrol:** still a much appreciated benefit in spite of the fact that cars are now more heavily taxed.

Other benefits that improve the standard of living of employees such as subsidized meals, clothing allowances, refund of telephone costs, mobile phones (as a 'perk' rather than a necessity) and credit card facilities.

(Armstrong 2000) Employee benefits, pensions and allowances

Intangible Benefits:
The characteristics of an organization that contribute to the quality of working life make it an attractive and worthwhile place in which to be employed. (Armstrong 2000)

2.4.4.3 Employee Welfare Benefits Schemes
Organizations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions provided in industrial acts like (Factories Act 1948), Dock Workers

Act (safety, health and welfare) 1986, (Mines Act 1962). The non-statutory schemes differ from organization to organization and from industry to industry.

Statuary Welfare Benefits
The statutory welfare benefits schemes include the following provisions:

1. **Drinking Water:** At all the working places safe hygienic drinking water should be provided.
2. **Facilities for sitting:** In every organization, especially factories, suitable seating arrangements are to be provided.
3. **First aid appliances:** First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.
4. **Latrines and Urinals:** A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.
5. **Canteen facilities:** Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.
6. **Spittoons:** In every work place, such as ware houses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.
7. **Lighting:** Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.
8. **Washing places:** Adequate washing places such as bathrooms, wash basins with tap and tap on the stand pipe are provided in the port area in the vicinity of the work places.
9. **Changing rooms:** Adequate changing rooms are to be provided for workers to change their cloth in the factory area and office premises. Adequate lockers are also provided to the workers to keep their clothes and belongings.
10. **Rest rooms:** Adequate numbers of restrooms are provided to the workers with provisions of water supply, wash basins, toilets, bathrooms, etc.
11. **Maternity & Adoption Leave** – Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

12. **Medic-claim Insurance Scheme:** This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

13. **Sexual Harassment Policy:** To protect an employee from harassments of any kind, guidelines are provided for proper action and also for protecting the aggrieved employee. For more information go through.

Non Statutory Benefits

Many non-statutory welfare benefits may include the following schemes:

1. **Personal Health Care (Regular medical check-ups):** Some of the companies provide the facility for extensive health check-up

2. **Flexi-time:** The main objective of the flextime policy is to provide opportunity to employees to work with flexible working schedules. Flexible work schedules are initiated by employees and approved by management to meet business commitments while supporting employee personal life needs

3. **Employee Assistance Programs:** Various assistant programs are arranged like external counseling service so that employees or members of their immediate family can get counseling on various matters.

Source: (www. employee-welfare 2018)

2.4.5 Challenges of Employee Relations

Employee or team issues can quickly expand to organization if didn't take immediate corrective action. It must avoid this situation at all costs. According to Deb Muller, 2012 HR Acuity on-demand can provide the organization consistency for everyday employee issues or challenges like:

➢ Your employee gets into a dispute with a co-worker
➢ Has a hygiene problems that can no longer be ignored
➢ Views sexually explicit material over the company internet
➢ Frequently uses the phone or internet for personal reasons
➢ Lacks attention to detail in his work
➢ Is slow to get her work done…missing assignments and quotas
➢ Receives poor customer feedback
➢ Has a dip in expected sales production
➢ Struggles during the probationary or training period
➢ Covers up for a co-worker
➢ Has a hard time following through and never seems to get anything done
➢ Uses company equipment or facilities without proper authority
➢ Works unapproved overtime
➢ Has poor time management skills
➢ Has excessive unscheduled absences from work
➢ Is frequently late for work
➢ Proselytizes religious or political beliefs to co-workers or subordinates
➢ Comes and goes as he/she pleases
➢ Uses the company credit card for personal expenditures-even if he/she pays it back
➢ Calls the women in the office "dear", "sweetie", and "girls."
➢ Has one too many at the company holiday party
➢ Doesn't have the required technical skills to get the job done
➢ Shows up inappropriately dressed or with questionable body piercing/art
➢ Has inadequate problem solving skills
➢ Demonstrates weak written or oral communication skills
➢ Keeps office space a mess

- ➢ Violates a safety rule, even if no one gets hurt
- ➢ Swears – either in casual conversation or when things get heated
- ➢ Frequently sends, receives and forwards inappropriate jokes over e-mail
- ➢ Is the office bully
- ➢ Makes discriminatory comments or racial epithets, even once
- ➢ Has a tendency to have "elevator eyes" when talking to women
- ➢ Gossips – all day long
- ➢ Displays a lack of commitment to her job or the company
- ➢ Carelessly leaves confidential information out in the open
- ➢ Can't seem to get along with anyone on the team
- ➢ Makes a veil threat of physical harm to a co-worker
- ➢ Neglects to communicate to management what he is doing
- ➢ Appears to have an alcohol or drug problem that is impacting her work
- ➢ Cannot accept constructive criticism
- ➢ Shows a lack of respect when speaking to his supervisor
- ➢ Is going out on a leave of absence
- ➢ Is constantly late for meetings
- ➢ Always has an excuse for not getting things done
- ➢ Shares confidential or proprietary information
- ➢ Has an unwillingness to confront problems head-on
- ➢ Is beginning or modifying a flexible work arrangement
- ➢ Telecommutes but never seems to be reachable when needed
- ➢ Is being placed on a performance plan or receiving a disciplinary warning
- ➢ Is exiting the business either voluntarily (resignation) or involuntarily (termination)

Source: (www. The Employee Relations Case and Management Solution by Deb Muller, 2012)

2.5 Conceptual Framework of the Study

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Ramey, 1987). (Wubeamlak M. 2016). The main purpose of this study is investigate the supervisory behavior, organizational citizenship behavior and employee benefits where brings engagement through employee satisfaction in Ethiotelecom at all level that concludes a sustainable employee relation. The study also assesses the relationship between employee employers.

Figure 2.9 Conceptual Framework of the study
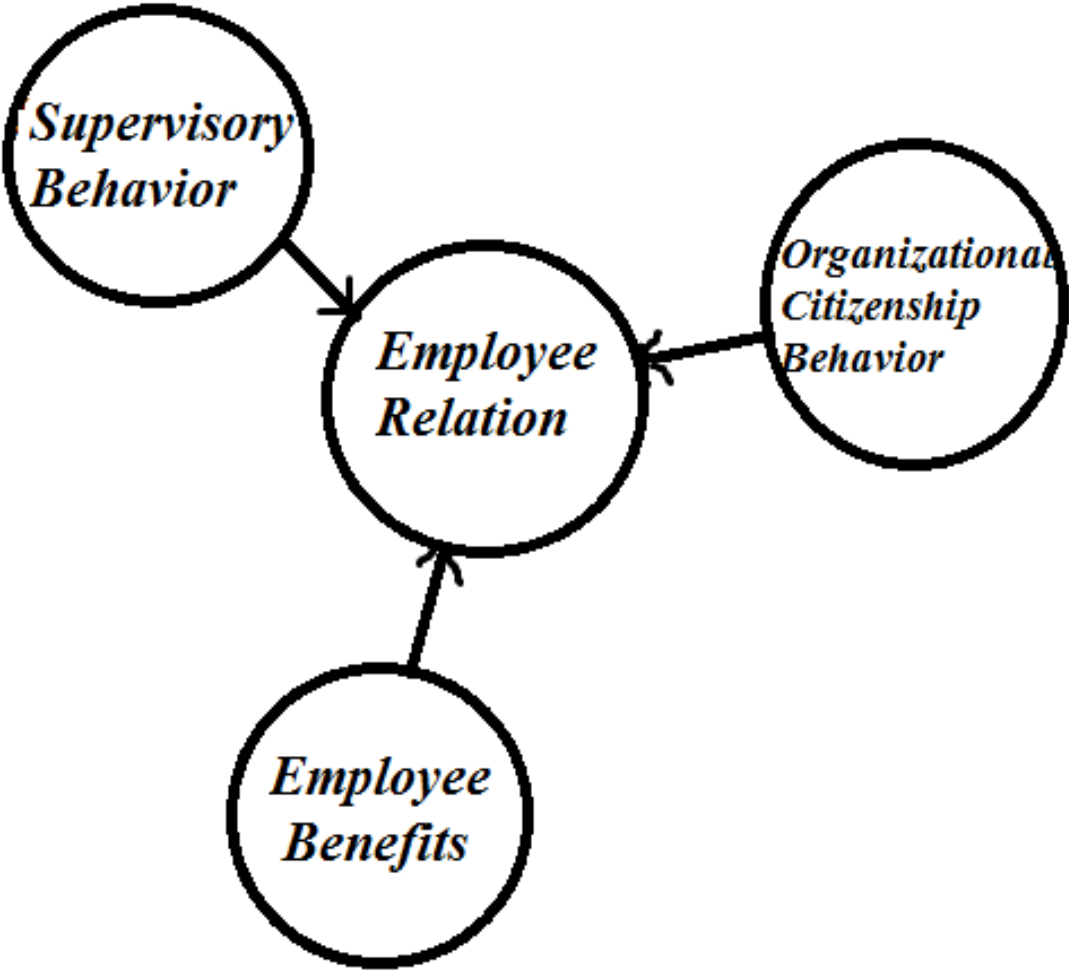
Source: Own Conceptual Framework Based on (M. Armstrong 2000)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Method

According to Kothari (2004) Research Methods and Techniques, Qualitative research is especially important in the behavioral sciences where the aim is to discover the underlying motives of human behavior. Through such research that can analyze the various factors which motivate people to behave in a particular manner or which make people like or dislike a particular thing. (C.R. Kothari 2004)

The principal source of the research is both primary and secondary data. The study more focuses on the use of primary data collected from ethiotelecom managers, labor union representatives and workers. Secondary data from hand books, organizational publications, broachers and company weblog. The study design undertaking the descriptive questionnaires and interviews are used to collect relevant data contacting with ethiotelecom some management members, some of the labor union leaders and employees. And for the sake of simplicity and time constraint focus group communication was applied as a means of data collection.

3.2 Sources of Data

The sources of this study are primary and secondary data by using tools or instruments of questioners and for the reliability of the study a structured interview guides and group discussion with workers, managers and labor union representatives. Staffs who are registered and practiced with labor - management relations are not only benefiters for individual staffs but also sense of leading the organizations as a whole. So, non-registered staffs under labor union are also a part of sources of data analysis. Thus, a combination of questioner, structured interviews, checklists, and discussions are the sources of the research.

According to Morrison (1993:112-17), Yetnayet Asefa (2016) the quality of a piece of research stands or falls not only by the appropriateness of methodology and instrumentation but also by the suitability of the sampling strategy that has been adopted. Hair, Wolfinbarger, Ortinau and Bush (2008:129) (Yetnayet Asefa 2016) define a targeted population as consisting of the

complete group of elements (people or objects) that are identified for investigation based on the objectives of the research. Thus, the defined target population of this research study includes SWAAZ Ethiotelecom employees that have been working for 3 or more years in the company and 6 managers working in different departments of the SWAAZ with experience more than 5 years.

3.3 Population of the Study

3.3.1 Target Population

Ethiotelecom has 23 divisions with 2 supporting offices were organized under the chief executive officer which in turn reports to the Board of Directors (BOD). Out of contract workers; the number of employees currently (Source HQ_HRM 2018) working in all around are 16,000. Thus, among permanent workers in the company which in all around 450 employees are working under the SWAAZ in different locations of south west Addis. The target population's haves the service years of 3 and more than, working in SWAAZ district. The source data for the study was obtained from ethiotelecom SWAAZ office (SWAAZ_HRM).

3.4 Sample Size Determination

By means of Carvalho (1984), Zelalem (2005) formulation: i.e.

Table 3.1 Sample size Determination

Population size	Sample size		
	Low	**Medium**	**High**
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	**80**
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500

Source: Adopted from (M. Naresh 2007)

Since ethiotelecom is organized through different divisions and inline districts, Proportionate Stratified sampling techniques is vital for the demographic settlements of managements, labor leaders, workers and under labor union non-registered employees. For instant, within one zonal district in all-around 400 to 600 staffs with different divisions, 5 to 10 are managerial positions, 12 employee representatives (Sub-labor union representatives) and in line with each districts, centrally 12 are labor executives (basic-labor union representatives) in numbers. So, from among different methods of the sample size determination, the one which has been developed by (Carvalho 1984), as cited by (Zelalem 2005) will be taking into account a resemblance of sample, resource and time limitation, a sample size of 450 which is in between a minimum of 20 and a maximum of 80 from the total population size of 281–500.

3.5 Sampling Techniques and Procedures

3.5.1 Sampling Techniques

The research study made use of a proportionate stratified sampling method which is a sub type of stratified sampling technique. Stratified sampling method is a probability sampling procedure in which the target population is first separated into mutually exclusive, homogeneous segments (strata), and then a simple random sample is selected from each segment (stratum). The samples selected from the various strata are then combined into a single sample as indicated in the table below. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. That is, the size of the sample drawn from each stratum is proportional to the relative size of that stratum in the target population. The same sampling fraction is applied to each stratum, giving every element in the population an equal chance to be selected. The resulting sample is a self-weighting sample.

3.5.2 List of Sample Size per Department

Table 3.2 Sample Size per each selected department.

No.	Divisions of ET under SWAAZ	Departments of ET under SWAAZ		Number of population and sample	Percentage out of the total population	Sample Size
1	Network	Deputy Fixed Access Network (FAN)	population	159	0.353	28
			sample	28		
2	Network	Deputy Operation and Maintenance (O&M)	population	84	0.187	15
			sample	15		
3	Residential Sales	Direct Channels (DC)	population	94	0.209	17
			sample	17		
4	Residential Sales	Indirect Channels (IDC)	population	10	0.022	2
			sample	2		
5	Security	Physical and Environmental	population	6	0.013	1
			sample	1		
6	Sourcing and Facilities	Business Partner (BP)	population	39	0.087	7
			sample	7		
7	Finance	Finance	population	31	0.069	6
			sample	6		
8	Enterprise	SOHO/SME	population	12	0.027	2
			sample	2		
9	Human Resources	Human Resources (HR)	population	8	0.018	1
			sample	1		
10	Legal Division	Legal Department	population	7	0.016	1
			sample	1		
		Total	population	450	1.000	80
			sample	80		

Source: Own survey; Adopted from SWAAZ_HR document.

Accordingly the sample from each department of FAN, O&M, DC, IDC, Physical and Environmental, BP, Finance, SOHO/SME, HR, and Legal Department was 28, 15, 17, 2, 1, 7, 6, 2, 1 and 1 respectively. The method of calculation is as follows:

1. FAN $\dfrac{159}{450} = 0.353$ (Percentage out of the total population)

$0.35*80 = 28$ (No. of respondents out of the total sample size)

1	O&M	$\dfrac{84}{450} = 0.187$	(Percentage out of the total population)
		$0.187*80 = 15$	(No. of respondents out of the total sample size)
2	DC	$\dfrac{94}{450} = 0.209$	(Percentage out of the total population)
		$0.209*80 = 17$	(No. of respondents out of the total sample size)
3	IDC	$\dfrac{10}{450} = 0.022$	(Percentage out of the total population)
		$0.022*80 = 2$	(No. of respondents out of the total sample size)
4	Physical and Environmental	$\dfrac{6}{450} = 0.013$	(Percentage out of the total population)
		$0.013*80 = 1$	(No. of respondents out of the total sample size)
5	BP	$\dfrac{39}{450} = 0.087$	(Percentage out of the total population)
		$0.087*80 = 7$	(No. of respondents out of the total sample size)
6	Finance	$\dfrac{31}{450} = 0.069$	(Percentage out of the total population)
		$0.069*80 = 6$	(No. of respondents out of the total sample size)
7	SOHO/SME	$\dfrac{12}{450} = 0.027$	(Percentage out of the total population)
		$0.027*80 = 2$	(No. of respondents out of the total sample size)
8	HR	$\dfrac{8}{450} = 0.018$	(Percentage out of the total population)
		$0.018*80 = 1$	(No. of respondents out of the total sample size)
10. Legal Department		$\dfrac{7}{450} = 0.016$	(Percentage out of the total population)
		$0.016*80 = 1$	(No. of respondents out of the total sample size)

3.5.3 Sampling Procedures

The sampling procedure for this study is random and non-random that is unit of the sample are to be selected based on personal judgment of the convenience technique out of the total population, individuals being select to serve as a source of information.

3.6 Methods of Data Collection

The method of data collection and analysis is conducted to determine whether the intended employee relation strategy in the organization meets its objective or not. Finally, to carry out the objective of the study analyzed data will be systematically recognized and presented.

3.7 Validity and Reliability

According to; C.R. Kothari 2004 Validity defined as the extent to which data collection method or methods accurately measure what they intended to measure. To ensure the validity of the study, Data has been collected from the reliable sources, i.e. respondents who have experiences in ethiotelecom. Furthermore the study has been examined by the advisor and other colleagues to determine its clarity. The reliability of the research instrument (structured questionnaire) was also measured with internal consistency method by the Lee Cronbache's alpha. So, the researcher was taken the pilot-test before distributing the final questioner to assure the reliability the result was 0.713. The results from analysis indicated that the Cronbach's Alpha value is 0. 713. This suggested that the internal reliability in this study was acceptable and signified to be good. According to Sekaran (2003) Meseret Haile (2015), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

Figure 3.1 Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.713	15

Source: Survey Questionnaire, 2018

3.8 Methods of Data Analysis

For descriptive research studies in social science and business research we quite often use the term Ex post facto research method. According to (C.R. Kothari 2004) an ex post facto research design is a method in which groups with qualities that already exist are compared on some dependent variable. Also known as "after the fact" research, an ex post facto design is considered quasi-experimental because the subjects are not randomly assigned - they are grouped based on a particular characteristic or trait. The researcher employed a descriptive analysis method; the collected questionnaire data has been clearly presented by using tables which are expressed in the form of frequency, percentage, mean and standard deviation has been analyzed by SPSS application.

3.9 Ethical Considerations

Babbie and Mouton (2002:522) point out that conducting research requires good ethical considerations. Saunders et al (2009), states that research ethics is the appropriateness of your behavior in relation to the rights of those who become the subject of or are affected by your work. In carrying out the study the researcher should abide by the ethical research principles.

The managers and staff will be informed of the objective of the research project. The supporting letter obtained from Department of Management will be presented. The researcher will make sure that the covering letter contains information about the investigation, the objectives of the measuring instrument, the voluntary participation of the respondents, assurance regarding confidentiality and anonymity, the intention to reveal the findings up on completion of the study and the contact details of the researcher. And follows ethical procedures or issues include times of participants, voluntary participation and informed consent, and accountability in terms of the accuracy of analysis and reporting. Journal of Social Work Values and Ethics, (2010) (Yetenayet Assefa 2016)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Data Analysis Technique

After the required information is collected, it is just categorized, summarized, displayed, verified and analyzed in words and tabulations. Data is displayed in this study in an organized and compressed assembly of information that allowed writing, analysis and presentation of articles. These steady comes to conclusions by analyzing the quantifier data changes to qualitative dictions. Using simple descriptive statistical tools like frequency, mean, standard deviation and percentages and they were operated with statistical package for social studies.

4.2 Data Presentation

4.2.1 Personal Profile of Respondents

4.2.1.1 Gender

Table 4.1 an Illustrative of Frequency Sheet Determining the Number of 80 Respondents in Different Gender Groups

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	17	21.3	21.3	21.3
Valid	Male	63	78.8	78.8	100.0
	Total	80	100.0	100.0	

Source: Survey Questionnaire, 2018

As shown in the above table 4.1 the gender distribution of respondents which is 78.8 % of the respondent are male 21.3 % are female. This shows that the number of male employees greater than the number of female employees in ethiotelecom SWAAZ district. The implications overhear; from the total of 15 thousand ethiotelecom staffs 27% are female. This may seems a relative proportionate of the steady sampling 21.3% and differences of 5.36% female are CS division staffs. Source: HRD's and survey interview, 2018.

4.2.1.2 Age

Table 4.2 An Illustrative of Frequency Sheet Determining the Number of 80 respondents in Different Age Groups

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30	45	56.3	56.3	56.3
	31 - 40	20	25.0	25.0	81.3
	41 - 50	12	15.0	15.0	96.3
	Above 50	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Source: Survey Questionnaire, 2018

As per the age distribution of the respondents, out of the total respondents 56.3% of the respondents are found between the ages of 20 - 30; 25% of the respondents are found between the ages of 31 - 40 and 15% of the respondents are found between 41-50 years old and 3.8% are above 51 years old. This indicates that most employees are young, energetic and need recognition, good working condition, and are also sensitive to any inequity.

4.2.1.3 Educational Backgrounds

Table 4.3 An Illustrative of Frequency Sheet Determining the Number of 80 Respondents in Different Educational Groups

Education Attainment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School and below	2	2.5	2.5	2.5
	Certificates	8	10	10	12.5
	Diploma	18	22.5	22.5	35
	Undergraduate	49	61.3	61.3	96.3
	Masteries Degree	2	2.5	2.5	98.8
	Error	1	1.3	1.3	100
	Total	80	100	100	

Source: Survey Questionnaire, 2018

As shown in the above table 4.4; only 2.5% of the respondent is high school and below, 10% of the respondent is certificates, 22.5% have collage diploma; 61.3% of the respondents have first degree and 2.5% of the respondents have master's degree and 1.3% or one person not react the question. Based on this data it's possible to say that most employees are holders of first degree which means most employees in the ethiotelecom are well educated.

4.2.1.4 Years of service

Table 4.4 An Illustrative of Frequency Sheet Determining the Number of 80 respondents in Different Years of Service

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 and below	43	53.8	53.8	53.8
	6 - 10	8	10	10	63.8
	11 - 15	18	22.5	22.5	86.3
	16 - 20	7	8.8	8.8	95
	Above 21	4	5	5	100
	Total	80	100	100	

Source: Survey Questionnaire, 2018

As shown in the above table 4.5; the number of years who have staffs served in the telecom out of the total respondents is 53.8% or we can say most of the employees have worked on a short period of time or 5 years and below, between $5 - 10$ years; 10% of the respondents have served, between $11 - 15$; 22.5% of the respondents have served, between the year $16 - 20$; 8.8% of the respondents have served and more than 21 years of service 5% of the respondents have served. This involves that most employees have few years of work experience; also this shows that the supervisory behavior yet not exercised under the ethiotelecom.

4.2.2 Statistical study in related to Welfare Items, Supervisory Behavior and Employee Relations

Table 4.5 Cases Related to Welfare Items

Questions/Cases		valid	Frequency	Percent	Valid percent	Cumulative percent
Your pay, bonus and your overall benefits?	1	Highly Dissatisfied	3	3.8	3.8	3.8
	2	Dissatisfied	12	15	15	18.8
	3	Moderately satisfied	17	21.3	21.3	40
	4	Satisfied	42	52.5	52.5	92.5
	5	Highly satisfied	6	7.5	7.5	100
		Total	80	100	100	
Your chance to get promotion?	1	Highly Dissatisfied	15	18.75	18.75	18.75
	2	Dissatisfied	37	46.25	46.25	65
	3	Moderately satisfied	19	23.75	23.75	88.75
	4	Satisfied	6	7.5	7.5	96.25
	5	Highly satisfied	2	2.5	2.5	97.5
		Error	1	1.25	1.25	100
		Total	80	100	100	

Source: Survey Questionnaire, 2018

The above table shows that from different types of welfare items a very sound item for both individuals and organizations are remuneration packages. Thus, out of 80 respondents 7.5% are highly satisfied, 52.5% is satisfied, 21.3% is moderately satisfied, 15.0% is dissatisfied and 3.8% is highly dissatisfied this significances shows the overall benefits in terms of remuneration packages are satisfied with cumulated percent of 81.3 and dissatisfaction is cumulated in all around 18.8%. The second observation is staffs getting promotion, this indicates while staffs promoted she/he earn payments thus 2.5% is highly satisfied 7.5% is satisfied, 23.75% is moderately satisfied, 46.25% is dissatisfied, 18.75% is highly dissatisfied and one respondent wasn't react. So, promotions are dissatisfied with cumulated percent of 65, moderately satisfied 23.75% and satisfied in all around cumulated 10%.

Table 4.6 Cases related to Supervisory Behavior

Questions/Cases	Valid		Frequency	Percent	Valid percent	Cumulative percent
Having sense of well-being on the job (the work environment)?	1	Highly Dissatisfied	10	12.5	12.5	12.5
	2	Dissatisfied	35	43.8	43.8	56.3
	3	Moderately satisfied	22	27.5	27.5	83.8
	4	Satisfied	11	13.8	13.8	97.5
	5	Highly satisfied	2	2.5	2.5	100.0
		Total	80	100.0	100.0	
The respect and recognition you receive from management?	1	Highly Dissatisfied	11	13.8	13.8	13.8
	2	Dissatisfied	39	49	49	62.6
	3	Moderately satisfied	19	23.8	23.8	86.3
	4	Satisfied	8	10.0	10.0	96.3
	5	Highly satisfied	3	3.8	3.8	100.0
		Total	80	100.0	100.0	
Your job security?	1	Highly Dissatisfied	2	2.5	2.5	2.5
	2	Dissatisfied	8	10.0	10.0	12.5
	3	Moderately satisfied	39	48.8	48.8	61.3
	4	Satisfied	27	33.8	33.8	95.0
	5	Highly satisfied	4	5.0	5.0	100.0
		Total	80	100.0	100.0	
The organizational set up and overall strength of your division/department in social aspect?	1	Highly Dissatisfied	1	1.3	1.3	1.3
	2	Dissatisfied	39	48.8	48.8	50.1
	3	Moderately satisfied	26	32.5	32.5	83.6
	4	Satisfied	9	48.8	48.8	93.8
	5	Highly satisfied	5	6.3	6.3	100.0
		Total	80	100.0	100.0	
The degree of responsibility and autonomy you have in doing your work?	1	Highly Dissatisfied	1	1.3	1.3	1.3
	2	Dissatisfied	4	5.0	5.0	6.3
	3	Moderately satisfied	18	22.5	22.5	28.8
	4	Satisfied	49	61.3	61.3	90.0
	5	Highly satisfied	8	10.0	10.0	100.0
		Total	80	100.0	100.0	

Source: Survey Questionnaire, 2018

The table on page 49 shows that the work environment determined by different types of supervisory behaviors Thus, from the respondents 12.5% are highly dissatisfied, 43.8% is dissatisfied, 27.5% is moderately satisfied, 13.8% is satisfied and 2.5% is highly satisfied this significances shows that dissatisfaction is observed with cumulated percent of 56.3%. The second observation is The respect and recognitions of the supervisory thus 13.8% is highly dissatisfied 49% is dissatisfied, 23.8% is moderately satisfied, 10% is satisfied, 3.8% is highly satisfied So, respect and recognitions are dissatisfied with cumulated percent of 62.5. Case or Q9 is staffs job security from the respondents 2.5% are highly dissatisfied, 10% is dissatisfied, 48.8% is moderately satisfied, 33.8% is satisfied and 5% is highly satisfied this significances shows that the job security is observed highest with moderately satisfied and satisfied and dissatisfaction is cumulated in all around 12.5%. But, this can't generalize employee relation being successive, the reason why the mindset of unemployment rate and individuals per capital incomes are highly maters the respondents mind relatively. The next supervisory behavior related issue is the organizational set up and overall strength of your division/department in social aspect from the respondents 1.3% are highly dissatisfied, 48.8% is dissatisfied, 32.5% is moderately satisfied, 11.3% is satisfied and 6.3% is highly satisfied this significances shows that half of the respondents are dissatisfied.

Figure 4.1 Degree of responsibility and autonomy from the respondent point of view

Source: Survey Questionnaire, 2018

The histogram figure on page 50 shows the supervisory behavior related issues are the degree of responsibility and autonomy while staffs doing their work. Respondents are highly dissatisfied 10%, dissatisfied 61.3%, moderately satisfied 22.5%, satisfied 5% and highly satisfied 1.3%. According to the data gathered most of the employees have described the degree of responsibility and autonomy in the ethiotelecom is dissatisfied.

Table 4.7 Cases related to Employee Relation

Questions/Cases		valid	Frequency	Percent	Valid percent	Cumulative percent
The opportunity to have your ideas adopted?	1	Highly Dissatisfied	3	3.8	3.8	3.8
	2	Dissatisfied	8	10.0	10.0	13.8
	3	Moderately satisfied	49	61.3	61.3	75.0
	4	Satisfied	19	23.8	23.8	98.8
	5	Highly satisfied	1	1.3	1.3	100.0
		Total	80	100.0	100.0	
Working with highly talented and capable people?	1	Highly Dissatisfied	11	13.8	13.8	13.8
	2	Dissatisfied	37	46.3	46.3	60.0
	3	Moderately satisfied	19	23.8	23.8	83.8
	4	Satisfied	8	10.0	10.0	93.8
	5	Highly satisfied	4	5.0	5.0	98.8
		Error	1	1.3	1.3	100.0
		Total	80	100.0	100.0	
Interdivisional/interdepartmental cooperation and communication?	1	Highly Dissatisfied	13	16.3	16.3	16.3
	2	Dissatisfied	37	46.3	46.3	62.6
	3	Moderately satisfied	18	22.5	22.5	85.1
	4	Satisfied	8	10.0	10.0	95.1
	5	Highly satisfied	4	5	5	100.0
		Total	80	100.0	100.0	
The human/social training opportunities provided by your division/department/labor union?	1	Highly Dissatisfied	16	20	20	20
	2	Dissatisfied	35	44	44	63.8
	3	Moderately satisfied	19	23.8	23.8	87.6
	4	Satisfied	7	8.8	8.8	96.3
	5	Highly satisfied	3	3.8	3.8	100.0
		Total	80	100.0	100.0	

Source: Survey Questionnaire, 2018

The above table shows that the staff opportunity to have adopted their ideas be influenced by employee relation. Thus, from the respondents 3.8% are highly dissatisfied, 10% is dissatisfied, 61.3% is moderately satisfied, 23.8% is satisfied and 1.3% is highly satisfied. This significances shows that staffs under moderately satisfied are observed the highest, the reason why a number of quality circle meetings are healed in the organization. The second employee relation observation is working with highly talented and capable people thus 13.8% is highly dissatisfied 46.3% is dissatisfied, 23.8% is moderately satisfied, 10% is satisfied, 5% is highly satisfied and one respondent wasn't react So, working with highly talented and capable people are dissatisfied with cumulated percent of 60.

The last but not the least employee related issue is the human/social training opportunities provided by your division/department/labor union; Respondents are highly dissatisfied 20%, dissatisfied 44%, moderately satisfied 23.8%, satisfied 8.8% and highly satisfied 3.8%. According to the data gathered most of the employees have described the human/social aspect training opportunities not provided or dissatisfied in the organization at all.
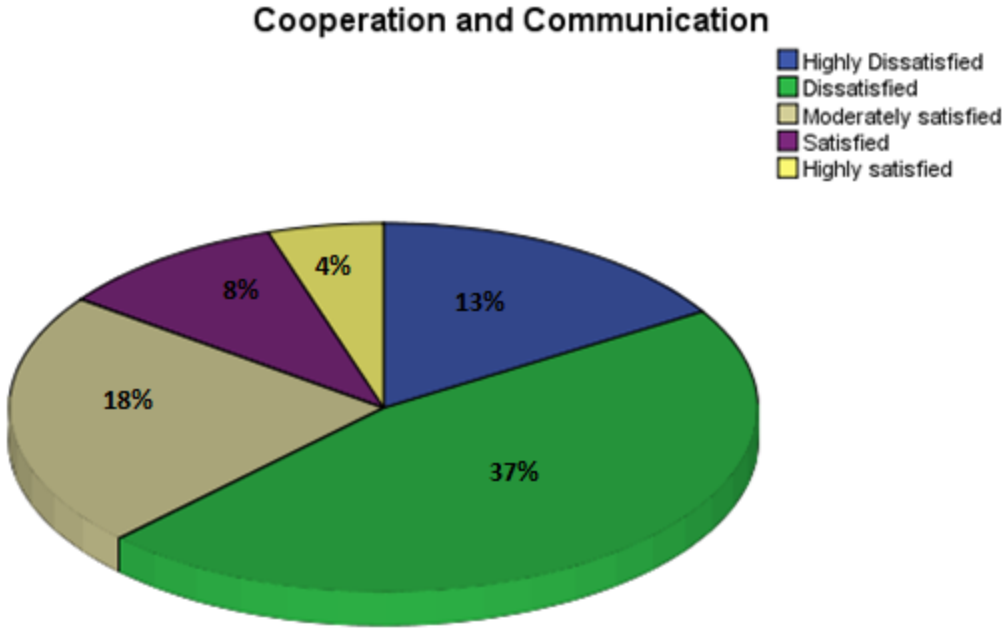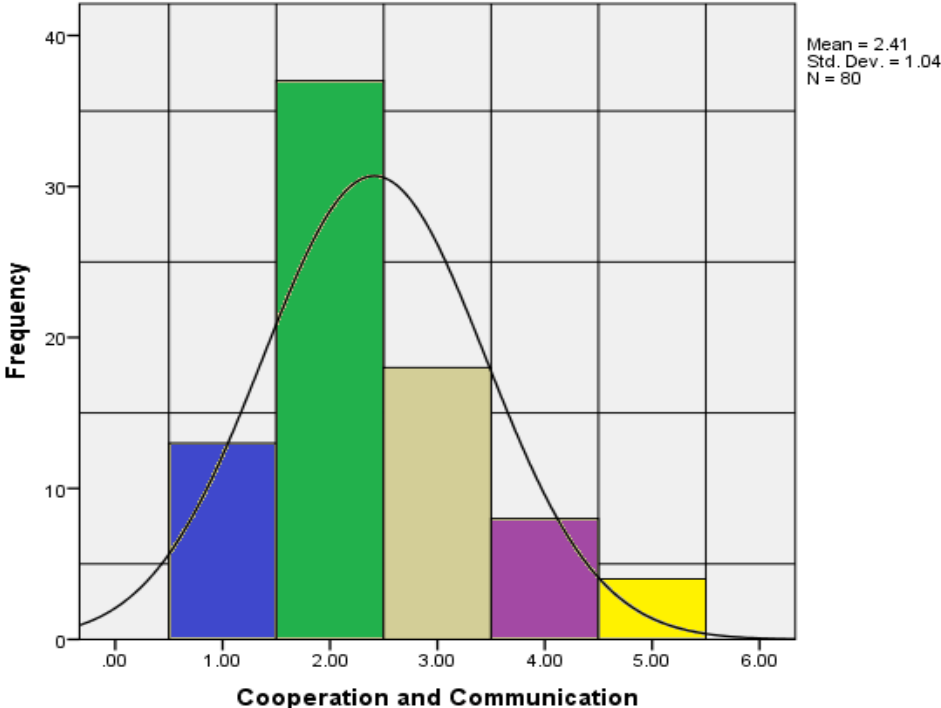

Source: Survey Questionnaire, 2018

Figure 4.2 Significances of Interdivisional/interdepartmental cooperation and communication from the respondent point of view.

The other employee relation issue is Interdivisional or interdepartmental cooperation and communication, from the respondents 16.3% are highly dissatisfied, 46.3% is dissatisfied, 22.5% is moderately satisfied, 10% is satisfied and 5% is highly satisfied this significances shows that the Interdivisional/interdepartmental cooperation and communication are under dissatisfaction with cumulated present of 62.6%.

The Right-Skewed Histogram

Mean = 2.41
Std. Dev. = 1.04
N = 80

Source: Survey Questionnaire, 2018

Figure 4.3 Cooperation and communication from the respondent point of view

The histogram and normality curve in the analysis of variation as shown above is not perfectly bell shaped; and distorted towards on the right side so, we have a positive skewness, which is technically measure of the distribution of values around the mean. And the tail is longer on the (non- normal) right. The unsymmetrical distributions, the conceptual problem appears because at the population level of the three metrics; median (Z) mode (M), mean (X) and 2.0000, 2.00, 2.4125 are not identical respectively. In case of positive skewness we have $Z < M < X$.

N	Valid	80
	Missing	0
Mean		2.4125
Median		2.0000
Mode		2.00
Skewness		.759
Std. Error of Skewness		.269

Source: Survey Questionnaire, 2018

Figure 4.4 the statistical measurement of Cooperation and Communication non-normal

4.3 Interpretations of the Results

The findings share some common themes with the literature review. And also confirm that the employee engagement comes from employee motivation, employee commitment and organizational citizenship behavior (OCB) can be established through employee – manager relationship then staff satisfaction. This confirms that engaged employees with high levels of job satisfaction that attributes customer satisfaction and organization development.

Summary of Descriptive Statistics

		N	Minimum	Maximum	Mean	Std. Deviation	Variance
Welfare Item	Overall Benefits	80	1.00	5.00	3.4500	.96653	.934
	Promotion Status	79	1.00	5.00	2.2785	.94647	.896
Supervisory Behavior	Work Environment	80	1.00	5.00	2.5000	.96784	.937
	Respect or Recognition	80	1.00	5.00	2.4125	.97687	.954
	Job Security	80	1.00	5.00	3.2875	.81433	.663
	Social Aspect	80	1.00	5.00	2.7250	.91368	.835
	Degree of Responsibility	80	1.00	5.00	2.2625	.75881	.576
Employee Relation	Ideas Adopted	80	1.00	5.00	3.0875	.73250	.537
	Working With Talented People	79	1.00	5.00	2.4557	1.02278	1.046
	Cooperation and Communication	80	1.00	5.00	2.4125	1.03964	1.081
	Training Concerned Social	80	1.00	5.00	2.3250	1.01601	1.032
	Valid N (list wise)	79					

Source: Survey Questionnaire, 2018

Figure 4.5 Descriptive Statistics of Welfare Item, Supervisory Behavior and Employee Relation

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The objective of this study is observing the actual practices and challenges of the ethiotelecom employee relations so far. In this section, summary of major findings, conclusions inferred from the data analysis in chapter four, and suggested recommendations are illustrated in detail and for author's further studies.

5.2 Summary of Major Findings

According to the responses from the respondents it is cleared that the significance of employee relations with their management is still weak in ethiotelecom. In this study discovered that the labor of the organization is unsatisfied with their management regarding the behavior of the supervisors at work place and the welfare items provided to the staff for their wellbeing of items. In this dilemma of unsatisfied labor in the organization, caused low or didn't strive efficiency in the productivity of the companies and the low efficient produced products and services tends towards the un satisfaction of the customers, Since customer satisfaction is a clear indication of business performance.

Based on the study premises; the findings are summarized as follows; As per the demographic data of the respondents found that the number of male employees are dominated than the number of female employees and 78.8%, 21.2% respectively; most employees in the organization are younger employees with age groups between $20 - 40$ years old which is from the total respondents 81.3 in percent; Most employees are holders of first degree and above is 63.8 in percent and finally 86.3 percent of the respondents are experienced in between $5 - 15$ service years, which indicates majority of the employees are youngers and energetics. Hence, the major points overhear in ethiotelecom can't continue with a dissatisfaction index of employee relation 52.6%. This needs an adjustment of employee relationships with high role or mediation of LU involvement.

5.3 Conclusion

Even if the majority of the study respondent's working duration less than 10 years in ethiotelecom; confirms that the respondents were knowledgeable in academically and as such gave responses relevant to the study and also in the assumption of new blood injections. It is cleared that the labor relation with their management is still weak. So, it is always important to improve and strengthen the sound relationship between employers and employees. Such as motivating employees, improve or encourage communication, and encouraging in teamwork and like. Commitment within the workplace typically results from the interaction and the relationship that an employee assure an organizational citizen behavior (OCB), encouraging employees to have a "voice", and compensation policies are a few of the strategies that organizations must incorporate into a commitment-based approach. So the three elements on which the whole study consisted are the way to improve the work efficiency and effectiveness of staffs. Providing welfare items of full compensation and specially the supervisory behavior at workplace should be better because one word of a supervisor can make his subordinates efficient or can dishoards. So the company should focus on behavioral trainings in both the supervisor and the labor forces at all, the study concludes there is need of improvement of both side. When the labor and management became a part of both, definitely the companies will succeeded in his area of expertise.

What is clear from all the evidence examined is that ethiotelecom would like to see:

1. A sound relationship should maintain between the employer and employee.
2. Mutual understanding is very important between employer and employee
3. Conducive working environment and Good working condition.
4. Improving motivation among employees.
5. Prevent any types of problems before it occurs. If occur it should be sort by conducting, counseling, meeting and communicating. And
6. Respect and recognitions should maintain between the employer and employee.

5.4 Recommendation

On the basis of the findings obtained and the conclusion drawn, the following recommendations suggested hereunder:

1. Ethio-Telecom need to systematically shape the attitude of its employee to accept and practice employee relation issues such as productivity, involvement/participation, efficiency and effectiveness, which will enhance healthy employee relation practice and lead the telecom to better future through computation and market share assumption.

2. Understanding employee relation issues help employee to exercise their rights and obligation. As a result ethiotelecom need to properly induct its employee with employee relation issues, employee relation policy and procedure.

3. ET also needs to communicate its employee whenever there is improvement in employee benefit and other employer relation issues.

4. ET needs to develop employee motivation, staffs organizational citizenship behavior (OCB) and commitment through engagement for enhancing employee relation.

5. ET need to continuously understating and comprehend employee relation issue that might cause conflict and appropriate action need to be taken in advance to nurture the exiting practice and to enhance it, so as to reduce employee grievance and to enhance employee motivation and productivity.

6. ET needs to create awareness regarding the labor union relationship. And to make use its positive contribution for enhancing employee relation practices.

7. Trust and confidence play pivotal roles in effective employee relation. Thus, ET has to exert a maximum effort for enhancing employee trust and confidence about their employment relationship with the in the telecom wide.

8. ET needs to prepare implementation strategies to practice world class telecom thus, staffs being multinational corporation/MNCs knowledge.

9. ET needs to understand the extent and effect of existing employee welfares issues such as occupational health and safety, financial or non- financial benefits, trust and confidence, learning and development and the likes which adversely affect the harmonious employee relation and need to take sound measure to improve the prevailing situation.

10. The most redundant issues for the employees' well-being; ET must provide the right facilities for everyone in the workplace, including people with disabilities are outlined below. However this doesn't have to be complicated or time-consuming.

   ➢ Toilets and hand basins, with soap and towels or a hand-dryer;
   ➢ Drinking water; Somewhere to rest and eat meals;
   ➢ A place to store clothing (and somewhere to change if special clothing is worn for work);
   ➢ A reasonable working temperature usually for strenuous work area and good ventilation for a supply of fresh, clean air drawn from outside;
   ➢ Lighting suitable for the work being carried out;
   ➢ Enough room space and suitable workstations and seating;
   ➢ A clean workplace with appropriate waste containers.
   ➢ Properly maintain your premises and work equipment;
   ➢ Keep floors and traffic routes free from obstruction;
   ➢ Have windows that can be opened and also cleaned safely;
   ➢ Make sure that any transparent (eg glass) doors or walls are protected or made of safety material.

11. ET should distribute all the employee relation issues such us; resources, trainings, recognitions, and like in an equitable manners.

5.5 Implications for Further Research

A key challenge while undertaking this study was the wide spread branch distribution of ethiotelecom in the countrywide, which required extensive travel and other related expenses. Hence, the data for this study was collected from a zonal of SWAAZ employees, managers and labor representatives. Thus, the findings may not generalize to other organizations or business contexts; this might yield different results. In this regard, replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts. The relative contribution of different psychological climate dimensions in determining employee relation, supervisory behavior and welfares item should also be investigate because this may provide more specific information.
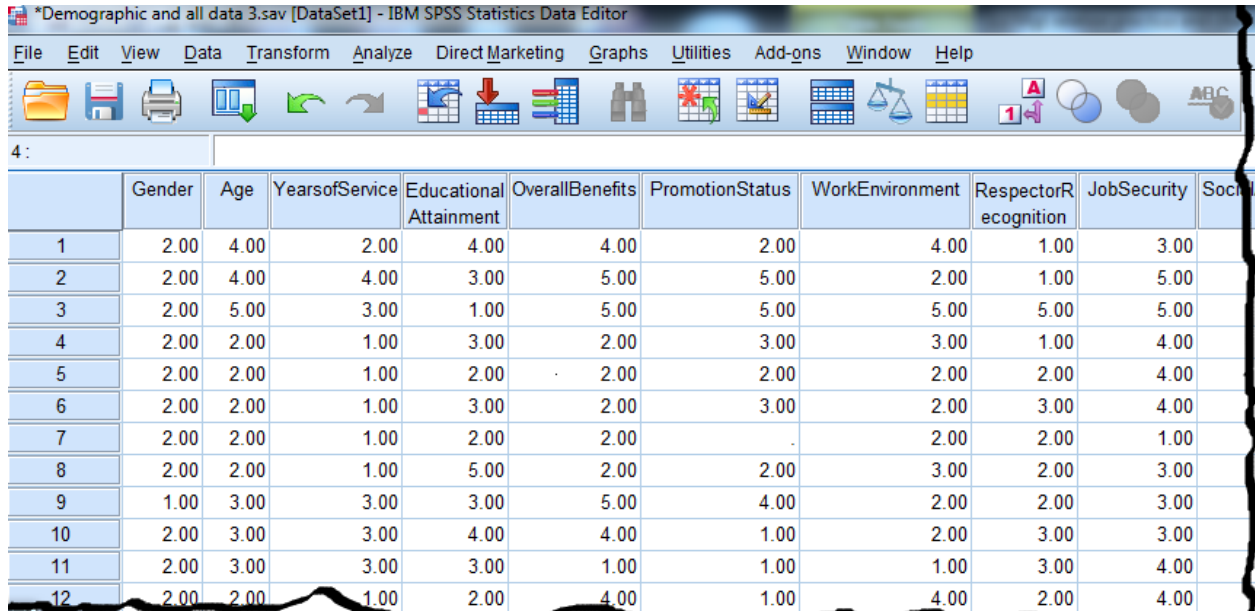
REFERENCES

1. Armstrong, Peter, John Purcell & Patrick M. (2009). Wright (eds.), The Oxford Handbook of Human Resource Management. Oxford London

2. Bach, S., & Sisson, K. (2000). Personnel management : a comprehensive guide to theory and practice

3. Blake, R.; Mouton, J. (1964). The Managerial Grid: The Key to Leadership Excellence. Houston: Gulf Publishing Co.

4. C.R. Kothari (1990). Research Methodology Methods and techniques.

5. Dunlop, J.T., *Industrial Relations System*, Henry Holt and Company, New York, 1958

6. Edwards, P.T. (2010). *Industrial Relation in Small Firms in T.Colling and M*. Terry (eds) Industrial relation: theory and practice 3rd edition Oxford Black well.

7. Federal Negarit Gazeta of the Federal Democratic Republic of Ethiopia 17th year No.11 Addis Ababa 28th January 2011.

8. Global Journal of Management and Business Research (2012) Amir R., Muhammad R., Syed, Huda & Zain (2012)

9. http://www.ethiotelecom.et

10. http://study.com/academy/lesson/strategic-human-resource-management-definition-importance.html

11. http://www.managementstudyguide.com/employee-relationship-management-challenges.htm

12. http://www.investopedia.com/terms/l/labor-union.asp#ixzz4at55qYeH.htm

13. http://www.selfawareness.org.uk/news/understanding-the-johari-window-model

14. Jennifer Schneider, 2010. The relationship between employer and employee Human Resource Development.

15. J. Storey (Ed.), New Perspectives on Human Resource Management, Routledge, London (1989)

16. Journal of Human Resources Management and Labor Studies, Vol. 2(2), June 2014.

17. Journal of Human Resources Management and Labor Studies. June 2016, Vol. 4

18. Michael J. Saylor (2008). The human resource management function — employee relations. Ch.6 p 211

19. Michael Armstrong (2007). A Handbook of Employee Reward Management. Kogan V.722.

20. Michael Armstrong (2010). A Handbook of Human Resource Management practice. London

21. Michael Blyth (2009) business continuity management

22. Mulugeta Alemu (2014) Assessment of Employee Relation Practice In the case of National Tobacco Enterprise (Ethiopia SC).

23. Reynolds, C. M. (1994). Labor Relations: Alternative Methods That Will Guarantee Survival Into the Next Century. National Fire Academy: Executive Fire Officer Program, 1,3-4, 7, 12.

24. Tchapchet Emmanuel Tamen (2013). the impact of employee participation on organizational productivity at a university of technology. western cape, south Africa

25. The Employee Relations Case and Management Solution by Deb Muller, 2012

26. Wages Williamson (1985), pp. 268 ff. Williamson: The New Institutional Economics 597

27. Yetnayet Assefa (2016). The Assessment of Management outsourcing on the performance of Ethio Telecom. AAU.

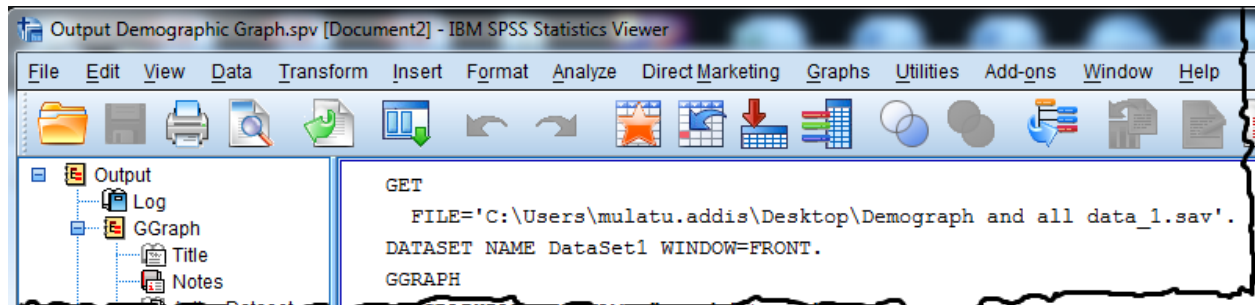28. Zelalem Getachew (2005): Determinants of Sustainable Rural Water Supply. Ababa, Ethiopia.

APPENDICES

Views of data and outputs with the application of SPSS

	Gender	Age	YearsofService	Educational Attainment	OverallBenefits	PromotionStatus	WorkEnvironment	RespectorR ecognition	JobSecurity	Soci
1	2.00	4.00	2.00	4.00	4.00	2.00	4.00	1.00	3.00	
2	2.00	4.00	4.00	3.00	5.00	5.00	2.00	1.00	5.00	
3	2.00	5.00	3.00	1.00	5.00	5.00	5.00	5.00	5.00	
4	2.00	2.00	1.00	3.00	2.00	3.00	3.00	1.00	4.00	
5	2.00	2.00	1.00	2.00	.	2.00	2.00	2.00	4.00	
6	2.00	2.00	1.00	3.00	2.00	3.00	2.00	3.00	4.00	
7	2.00	2.00	1.00	2.00	2.00	.	2.00	2.00	1.00	
8	2.00	2.00	1.00	5.00	2.00	2.00	3.00	2.00	3.00	
9	1.00	3.00	3.00	3.00	5.00	4.00	2.00	2.00	3.00	
10	2.00	3.00	3.00	4.00	4.00	1.00	2.00	3.00	3.00	
11	2.00	3.00	3.00	3.00	1.00	1.00	1.00	3.00	4.00	
12	2.00	2.00	1.00	2.00	4.00	1.00	4.00	2.00	4.00	

- Output
  - Log
  - GGraph
    - Title
    - Notes

```
GET
   FILE='C:\Users\mulatu.addis\Desktop\Demograph and all data_1.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
GGRAPH
```

የሠራተኛ ሞራልን መገንባት የሚያስገኛቸው ጠቀሜታዎች

- ምርታማነት እንዲጨምር ያደርጋል
- ደንበኛ ተኮር ለመሆን ያስችላል
- የሠራተኛ ፍልሠት ይቀንሳል
- በሥራ ባልደረቦችና በሥራ መሪዎች መካከል አዎንታዊ መስተጋብር እንዲኖር ያግዛል

የኢትዮ ቴሌኮም የ2009 በጀት ዓመት የሥራ አፈጻጸም ሪፖርት

የተቋም ባህል ማሳደግ

የተቋም ባህል (corporate cultural index) 6.3 ለማድረስ ታቅዶ በተካሄደው ጥናት 6.2 ውጤት ውጤት የተመዘገበ ሲሆን ይህም የግቡን 98.4 በመቶ ነው።

የሰው ኃይል እርካታን ማሳደግ

የሠራተኛ እርካታ ጠቋሚ (Employee Satisfaction Index) በተካሄደ ዳሰሳ አጠቃላይ ውጤቱ 7.3 ሲሆን ከዕቅዱ ጋር ተማሳሳይ ነው።

የጠቅላላ ቁሚ ሠራተኞች ብዛት 13326 (ወንድ 10157 (76.22 %) እና ሴት 3169 (23.78%)) የደረስ ሲሆን በተለያዩ ምክንያቶች ከድርጅቱ የለቀቁ ሠራተኞች ብዛት 289 ነው።

የሠራተኛ ፍልሰት መጠን (Turn over) 2 በመቶ ለማድረስ ታቅዶ 1.5 በመቶ ሆኗል።

የሰራተኛ ቅሬታን ከመፍታት አኳያ ሥርዓቱን ተከትለው ከቀረቡ ቅሬታዎች 100 በመቶ ተፈተዋል።

P_0024

QUESTIONERS

Dear Respondent

Good day!

I need your help by filling up the four pages of written questions candidly and honestly. This is for St. Mary university school of graduate studies (SGS) in partial fulfillments of a research paper called Labor relations practices and challenges at ethiotelecom. Your answers are very significant in the completion of the study. Thus, please answer these questions completely, accurately and honestly. Your responses will be kept confidential. Thank you for your kind cooperation.

Address: District/Zone: _____

Profession: _____

Job position: _____

Study/Course: _____

Check in (√) or write the number in boxes honestly:

1. **Gender:**

1	2
Female	Male

2. **Age:**

1	2	3	4	5
20 and below	20 - 30	31 - 40	41 - 50	Above 51

3. **Years of service**

1	2	3	4	5
5 and below	5 - 10	11 - 15	16 - 20	Above 21

4. Educational Attainment:

1	2	3	4	5
High School and below	Certificates	Diploma	Undergraduate	Masteries Degree

5. Your pay, bonus and your overall benefits

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

6. Your chance to get a promotion

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

7. Having sense of well-being on the job (the work environment)

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

8. The respect and recognition you receive from management

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

9. Your job security.

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

10. **The organizational set up and overall strength of your division/department in social aspect?**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

11. **The degree of responsibility and autonomy you have in doing your work**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

12. **The opportunity to have your ideas adopted**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

13. **Working with highly talented and capable people**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

14. **Interdivisional/interdepartmental cooperation and communication**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

15. **The human/social training opportunities provided by your division/department/labor union?**

1	2	3	4	5
Highly Dissatisfied	Dissatisfied	Moderately satisfied	Satisfied	Highly satisfied

INTERVIEW QUESTIONS

This interview questions had been answered by purposively selected respondents of labor union representatives and managers or supervisors.

1. How do you evaluate the labor union roles to maintain or support the supervisory behavior, welfare items and employee relations in general?

2. What opportunities are available for labor union to maintain the supervisory behavior?

3. What are the employee relation issues that the labor union has involved in the organization?

4. What are the most redundant issues or problems those are raised by employees and/or managers in the labor management relations?

SO MANY THANKS AND BE BLESSED!!!