EMPLOYEE AND EMPLOYER RELATION SHIP IN PUBLC SERVICE ENTERPRISE (CASE IN BERHANENA SELAM PRINITG ENTERPRISE)

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR B.A DEGREE IN BUSINESS MANGEMENT

BY:

KEBEDE MITIKU

ADVISOR:

Mr. ASRES ABITIE (MBA)

DEPARTMENT OF MANAGEMENT

COLLEGE OF BUSINESS AND ECONOMICS

JIMMA UNIVERSITY

MAY, 2011

JIMMA, ETHIOPIA

CHAPTER ONE

1. INTRODUCTION

BACKGROUND OF THE STUDY

In an organization there are group of individuals who have different interest and attitude to ward the organizational goals.

Labor management relation is to the ongoing economic social interacting between labor union and management in the organizations. As with employer union are facing many challenge due to global competition and technological advances union also have to deal with challenges pertaining to privatization and unionization employees and mangers as well as innovator work practice that have the potential decrease employee interest in unionization. (Desster;1994;p.596).

An organization can achieve, its objectives only it its member coordinate their efforts toward a common end. To have this individual and group in an organization must establish working relationship across organizational boundaries between individual and among groups. Individual and groups may depend on one another for information assistance of the coordinated action .Such coordinated behavior is not achieved. However, with out good labor management relation in the organization.

Good labor management relation involves providing fair and consistent treatment to all employees. So that they will be made responsible to the organization goals organization with good labor management relation is likely to have a human resource strategy that place a high value on employee. Who are treated as stock holder have certain right with good employee management

relations. Manger listen to and understand what employee are saying and experiencing keep them informed about what management is planned to do and tell than how those plan may affect their jobs

(Ivancevich; 1998, p.306)

Labor management relation is living wages and adequate benefit create employee. Loyalty and business stability benefit for the employee. The business and the economy as a whole. Demand for experts in labor management relation continues to grow as new registration and court ruling continuously up date standard for employment conditions (Dessler; 1994;p.592).

Managing employee relation is the responsibility of all mangers. Effective employee management relation requires cooperation between employees and mangers. A through analysis and evaluation of the past performance of labor management relation recently under taken by the Ethiopian Economic Association (Befkadu and Berhanu 2000) reveals that despites. Berhanena selam printing enterprises provided commercial printing service in Ethiopia. The company over book, magazine, and news paper printing service as well as other printing service including posters, cards,flyer, higher brochure and agenda priming services.

1.2 BACK GROUND OF THE ORGANIZATION

Berhanenaslam printing enterprise first established on meskerm 3, 1914 E.C under the Ownering of Level Ras Teferi. The printing enterprise start its operation iside place of Ras Tefri in the current building of “sadist kilo” Addis Ababa university so called “ches bet” with one printing machine that operate by man power and there are

7-15 employees from these two of them are foreigners printing technicians

Berhanna selam printing enterprise is the 1st pioneer printing enterprise in the history of Ethiopia now a day many private and public printing enterprise was established.

Berhanena selam printing enterprise renamed many times the first named when it was established . Teferi Mekonene printing enterprise , and then lebte sisayida yetesete ye Luel Ras printing enterprise, Berhanena selam kedamawi hileselase printing enterprise and then it rename the present name of selam printing enterprise .

Berhanena selam printing enterprise (BSPE) transferred from privat sector to public sector derg regine on Nehassa 1966 with a paid up capital of two and half million and 200 permanent employees from this three of them are foreigners. In 1965 BSPE was transferred to the modern seven store (the present printing binding) are located in Addis Ababa around arate. Killo . The printing enterprise progressed radically year to year from those operated by man poswer machine to its web-offset printing enterprise and other offset equipment like the mono machine, exercise book machine, security printing equipment, envelope producing machine and binding equipment instolled..

Berhanena selam printing enterprise open its first branch at SNNP (Awasa) in which it can give sales services and taking job order and transfer to home office . Other branch in Addis Ababa sale shop are located around federal high court merha tebeb printing and its salingshop of is berhan stationary in the home office.

The objective of the enterprise

Precluding quality printing that sanity the cost comers and thus maximize the volume of the production and sales that contributes to the national eponym the export sector by producing quality packaping materials and tables the enterprise has so many visions and missions.

The vision of enterprise

The enterprise has the vision of being globally competitive in printing sector and there by achieve its world wids profitability.

The mission of the enterprise

The enterprise has the mission of being portable by providing quality printing services and contributes to the economy.

1.2 STATEMENT OF THE PROBLEM

Regardless of quality of mangers leadership and welled planed organization structure. The labor management relation problem Occasionary arise within an organization Berhanena selam printing enterprise has a group of individuals (employee and mangers) who have different interest and characteristics. Labor management relation is a continuous relationship between a defined group of employees (represented by union or association) and an employer.

The relation ship includes the negotiation of a written contract concerning pay, hour and other condition of employment and the interpretation and administration of this contract over its period of coverage.

Since it includes issue of work condition namely the entire field of relation between employer and employees, as hour of work, leave wage rest period payment of wage and method of mesearing work done, payment due to dismissal, work health and safety. And prevention of accident grievance procedure disciplinary measure and their implementation as well as other conditions of work.

(Invancuich;1989:p.691)

This research will look the diverse relation problem among employees and management in the enterprise and this situation tend to result in and adverse effect to achieve its goal.

Labor management relation problem is the main problem of every organization to increase productivity, efficiency and quality of product as well as the achievement of the goal of the organization.

Employee (labor) relation activities include developing communication system through which employee can adress their problems. If employees are upset with the way their supervisors hurdle problem upset over how aco-worker has been discipned etc . Union members and manger may have disagreement issue include complaints if work rule being violated or worker being treated unfairly in particular sitllation. A formal grievance procedure is typically solve these problem (Neo, Hollen Beco, Gerhart Wright; 2009:p.401).

Here, the researcher will concern the following research questions in order to conduct the study:

1. What is the condition of labor relationship in Brehanena selam printing enterprise?

2. Do the conflict that might exists in the enterprise will influence its performance?
3. What is the significance of employee assistance programs in helping them (employees) to with stand or solve their problem?
4. What are alternative course of action that are implemented in the enterprise?
5. What effect will the alternative solution have on the enterprises effectiveness?

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

The over all objective of the study is to examine the condition of labor relation management in Berhanena selam printing enterprise.

1.3.2 Specific Objectives

- To asses and examine the labor relation element and process in Berhanena selam printing enterprise.
- To identify and evaluate the main source of the problem.
- To identify alternative techniques or solution to resolve the problems.
- To pin point possible conflicts and analyze its consequence on enterprise effectiveness.
- To identify the major labor relation problem in Berhanena selam printing enterprise.
- To analyze labor management relationship on the enterprises performance.

1.4 SIGNIFICANCE OF THE STUDY

The main establishment aim of the organization is to attain objectives, as per its plan by using its available resource efficiently and effectively. The core aim of an entity is achieved when it tries to set a reasonable mechanism to manage its resource and how to handle the importance resource. Hence, organizations to achieve their objective they should handle employees need and want appropriately. Generally, the significance of the study will be enabling Berhanena selam printing enterprise know labor management relation ships and take the action over the element to minimize the later effect.

This study will benefit employees and employer of the organization that, as employers know in an organization to identify and come up with a solution regarding the labor relation problems. The Employee will be secured from later effect such factor for the second times. It is hoped that this study will initiate other researchers to conduct an in depth study in the future .

This study will benefit the organization authority to needed corrective measure to improve organization policy and employees of the organization in reducing the cost of their time , morale etc.

1.5 SCOPE OF THE STUDY

The scope of this study was confined to show the labor relationship problems process and possible solution in Berhanena selam printing enterprise in Addis. The study range from identifying labor relation management problems and observing the impact of on organizational performance or final output of the product primary data were gathered by distribution of questionnaires to selected sample of employees and by unstructured interview.

And secondary data which was used the past 5 years record and reports of the personnel department, journals, and News paper . At the end forward best possible alternative solutions.

1.6 LIMITATION OF THE STUDY

when the researcher conduct this research work he has faced the following limitations .Such as shortage of time, Lack of availability and accessibility of adequate reference material in the enterprise, Financial constraints was creating distinctly on smooth operation of this research work.

- Time is a great constraint for doing as we know research is a big task, it requires much time, money and adequate skill. Although there is time and budget constraints, the researcher

was able to do this research paper by devoting time and minimizing cost.

- Some respondent were not willing to give the information about their labor relations during the primary data collection.Eventhough the respondents were
  not willing to give researcher can overcome this problem and done this research paper.

CHAPTER TWO

2. LITERATERE REVIEW

Labor Relation

It is a field that emphasizes skill that mangers labor union leaders can use to faster effective labor management cooperation minimize costly form of conflict (such as strikes) and seek will solutions to disagreement (Noe, Hollen Becks, Gerhart wright; 2009 p.401) .

The demographic changes today's world force may dictate related changes to organizational culture. Therefore organizations should make some fundamental changes in the way they manage. First they must understand the underlying cause of sexism and racism, and reinforce new attitudes that respect and value each person's culture. There are at least there ways this can be accomplished; Affirmative action, valuing differences and, managing diversity (Harrs Desimone; 1994;p.480).

Labor relation involves three level of decisions

1. Lobar relation strategy for management the decision in values whether the organization will work with unions or develop non union operations. This decision is influenced by outside forces such as public opinion and cooperation
2. Negotiating contrast contract negotiation in a union setting involve decisions about pay structures to security work rules work place safety and many other issues.
3. Administering contract: this decision is involves day today activities in which union member and the organizations mangers may have disagreement issue include complaints of work rule being violated or workers being treated unfairly particular situations. A formal grievance procedure is typically used to resolve these issues (Noe ,Hollen beck, Gerhart Wright, 2009 p.401)

2.2 Communication in the organization

Employee (labor)relation activities including communication systems through which employees can address their problems and grievance (Haris Desimone; 1994: pp.6-7) The purpose of communication program are designed to keep employees abreast of what is happing in the organization and knowledgeable. Building effective communication involves few fundamental elements. There telluride communication allow far teed mark etc. In most large organization the line of communication are vertical linked closely to management hierarchy the emphases in the sensations is on down ward communication by representive group whether communication channel are vertical, horizontal or both decision most be made about method of communications to be used

- How can employees be kept informed ?
- How can employees views be gathered?
- How can major problems be discussed jointly?

These are topical issues facing management now a days (Decenzo and Robbins; 1999:pp456-457)

2.3 Union

It is an organization of workers acting collectively seeking to promote and protect its mutual interest through collective bargaining . For many managers human resource management practices in unionized organization consists of the following procedure and policies laid out in labor contract was agreed to pay both management and labor union stipulating among other things the wage rate, the hour of work end thes term and condition of employment for those covered by the negotiating
of agreements (Desler ,1994:p.544)

2.3.1 Why do employees join unions?

The reasons the individuals join union are diverse as the people themselves . The following captures the most common reason for joining unions.

There are power and strength in member as union some time are able to obtain higher wage and benefits package for their member than employees working off the job over adage dispute is unlikely to significantly affect most business hundreds of worker going put on strike can temporary disruppute or even close down an organization.

Greater job security union provide, its member with a sense of independence from managements power to arbitrary hire promote pr fire the contract well stipulating rule that apply to all members thus providing fair treatment (Noe, Hollen Beck, Gerhard Wright; 2009: pp.216-218).

2.4 Employee Assistance program

2.4.1 Assistance program: As with any relocation the over seas transfer requires a lot of expenditure for the family of employees some of the assistance program that commonly offered include:

- Household goods tipping and storages
- Home sale or rental protection
- Automobile protection
- Temporary leaving expenses travel
- Special emergency return leaves
- Education allowances for children and etc

(Decenzo & Robbins 1999: p.345)

2.4.2 Compensation and employee benefits. The goal of compensation are to design cost effective pay structure that will attract motivate and retain competent employees. There are two component of compensation

A. Financial compensation

B. Non-financial compensation

A. Financial compensation

Direct financial compensation consist of the pay that a person receive in the form of wages, salaries bonus and commission.

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

B. Non financial compensation

Consists of satisfaction that a person receipt from the job itself or from the psychological & physical environment in which a person works. It include responsibility opportunities for recognition (Neo, Hollen Back. Gerhart weight, 2009:p.357).

2.5 Guaranteed fair treatment

Guaranteed fair treatment is an employer program that aimed at ensuring that all employee are treated by providing formalized well do commented. And highly publicized uehicles through employees can appeal any legible issues.(Dessler; 1994;p.596).

If there is guaranted fair treatment in the organization the employer can possible appraise performances. And also conduct promotional and transfer programmers performance appraisal.

- It relate to the assessment of staff or managerial performance in some systematic and planned ways there are several person to appraise performance
- To provide information up on which the promotion and salary decision can be made
- They provide opportunity for reviewing the employees performance and to motivate employees (Desseler;1994: p.331).

2.6 Employee Discipline

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

2.7 The Manger and his superior

The relation ship between higher and lower manger is not just the down word relationship expressed in the term supervisor. Indeed, it is non event two way up and down relationship it has three dimensions.
A relationship of every lower to the higher mangers relation ship every manger to the enterprise.
A relationship down from the higher to the lower manger and every one of the three is essentially responsible duty rather than right every manger has responsibilities down ward to his sub-ordinates mangers (Desimone; 1994: pp.521-523)

2.8 Grievance procedure

Aportion of most labor agreement is devoted to a grievances procedure . It contains the means where by employees can voice dissatisfaction with and appeal specific management action also included this solution are procedure that must be followed. The procedure vary considerably between Organizations. The most common strife is as follows :

1. The employee raises the grievance with the employee's co immediate supervisor.
2. If grievance is not settled the employee sees representative (union steward) where the agree that there is grievance or fails to persuade the member other wise they both take of back to the supervisor.
3. If this fails to settle the matter it is taken to the next level of manger possible departmental head (Deenzo and Robbing; 1999: pp483-484)

2.9 Reaction of subordinates

Subordinates can manifest many possible reactions when supporters employ specific types of power . Lussiers (2oo5) has argued three are major type of reactions

1. **Compliance :** means that a strict exchange relationship is established between the superior and his subordinates so that they do exactly what is asked of them , but not much else
2. **Commitment:** is the process when by the subordinates are willing to go will beyond the actual directives of readers to make an organization effect . commitment subordinates are those willing to put in extra effort on a project to stay late with out being paid over time
3. **Resistance:** is likely reaction when corrective power is issued. As general rules, subordinates do not enjoy being punishes, and they frequently react by activity resisting among sometimes by damaging equipment and machinery and by making the life of the manger as measurable as possible (Marthin J. Gannon, 1998:pp,272-283).

2.10 The people factor in managing

Mangers must learn to deal with people wherever the find them. The conflict between the production manger and sales man may come from differences in the way each one processes behavior a planning start may be unproductive because of motivational problems . A work group may destroy one super uisor after another and remain amysery to management until some one seeks out the informal group structure company negotiation may be at an impasse because the real issue is power confrontation and managerial turn over

May be exessive because company processors require people to violate ethical code of behavior

1. Individual behavior

No two people perceive the world, the some way , not two have indent cal attitudes or preferences about the objects of their work world, no two people react the same to the consequence o their behavior each has individualistic defense mechanisms manger can play a large role influencing all three

(I) **Perception** is the way people experience the university, the process by which they interpreted the experiences around them All kinds of senstaion and stimali exists around but we take in or see only

(II) **Attitude** : are also preferences not necessarily for subject but rather for objects they are longer duration and usually more resistant to change

(III) Defene mechanism are the ways people defend themselves form threat Defense mechanism are based on avary simple idea and basic assumption when confronted with experiences of anxiety conflict , frustration or failure you would rather be psychologically comfortable than psychologically uncomfortable

2. Human group

Consists of the things two or more people do and say as they interact . Individual behavior influences group behavior

Formal work group :has structure, amission, authority from organizational legitimacy.

Informal work group : It has structure amission, no authority form the formal organization and no legitimacy form management (Jaseph L. Massie , managing contemporary introduction 4th edition 1998,pp372-390)

Behavior Human Relations and organization performance

The term human relation means interaction among people the study human relations looked closely at the way people be have behavior is what people do and say . Human relation fulbehvior the goal of human relation is to create awin win situation by satisfying employee needs with achieving organizational objectives Awin win situation occurs when the organization and the employees get what they want

2.11 Organizational level behavior

An organization is a group of people working to achieve one or more objectives . As individuals and groups interact, their collective behavior constitutes the organization behavior . Thus organizational behavior is the collective behavior of an organizations individual and groups human relations has an effect on performance . Human relations affects individual and group behavior and the resulting effect on organizational performance (Robert N.lussiers .2005 p. 229)

Developing Human relation skills

Through going a better understanding of you behavior and that is other in organization you will be more skilled at interacting with people and better prepared to Anticipate and climate human

Relations problems before they occur

- Be positive
- Be optimistic
- Be genuinely interested in other peoples
- Create win-win solution
- Smill and develop a sense of humor
- Listen to people
- Help other
- Think before they act

- Call people by name

How attitude job satisfaction, self concept, values and Ethics affect behavior, human relations and performance your job satistafaction is based in your attitudes which in turn are shaped by your values and ethics your self concept is your attitude about your self

The better you understand your self and how and why people are deferent the more effective will be you human relation, your attitudes and other attitudes to word you affect you behavior human relations and performance people who have high level of job satisfaction be have well have good human relations and are highly motivated. people with positive attitude and personalities with an internal locus of control tend to have higher level of job satfactuibn and performance (Robrt N-Lussiers 2005;p;233)

Attitude is a strong belief for feeling to word people things and situation Attitude are not quick judgments we changes easily.

Management Attitude

Management attitude affect employees performance. Management attitudes and the way they treat employees affect employees job behavior and performance . If manger have apositive attitude and expect employees to be highly producties. A person job satisfaction is asset of attitudes towards work Job satisfaction affects absenteeism and turn over which affect performance low job satisfaction often contributes will cost strikes work slow downs, poor product quality, employee the fit and saborage.

Job satisfaction survey is a process of determining employees attitudes about the job and work environment

(Robet. N Lussiers 2005;pp.235-237)

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

3.1 Study area

The study was conducted in Addis Ababa town on the organization called Berhanena slam printing enter prise which is located at 346 km far from jimma.

3.2 Materials (Data)

The study was conducted at Berhnanena selam printing enterprises on the condition of labor management relationship, In the subject study , the researcher used, two type of data ,primary and secondary data , which were obtained from primary and secondary sources. Primary data were collected from employ's of Berhanea selam printing enterprise and secondary data were gathered from both published and unpublished materials available in the enterprise . Both source of data help the researcher to acquire all reliable and required information about the condition of labor relation management in the enterprise.

3.3 Data Source

The main source o data for the study was from employees of Berhanena selam printing enterprise . This employees were gave primary data by responding to interviews and by filling the questionnaires . There is also a need to develop a secondary data that help the researcher to collect the relevant information for the study. These secondary data source. to the study was the books news paper and documentary records of personnal department.

3.4 Methods of Data collection

In the study both primary and secondary data were used simultaneously for the purpose of collecting information for investigating the problem. The study population were workers of Berhanena selam printing enterprise. The sources of primary data was collected from employees though interview and questionnaires. The secondary source of data were extracted from both published and unpublished materials available in the enterprise.

Questionnaires were prepored based on questions regarding the various aspects of the topic of the study .Questionnaires are used in such cases where the study is very wide and direct observation not possible because of distance and time limitations. Questionnaires also used to gather definite concret and better information concerning the problems under the study.

In interview the researcher needs people and discuss the problematic issue with them and during the courses of discussion, he /she gathers facts . This is used when few respondents s are busy or lack of understanding of the questions under study.

Questions in the questionnaires were both open ended and closed ended form. For open ended questions the respondents were asked to suggest that own judgments and for close ended ones respondents were asked to select their own responded from list of provided questions. Since unstructured or self adminstrative interview do get the subject talk about his or her opinion toward the labor management relationship . And it help the interviewer to drived more accurate picture of the respondent true position on the organization labor management relation system.

3.5 Method of sampling /sample Design

While conducting this study , the researcher used both primary and secondary source of data . To collect the primary data through questionnaires it has been planned a sample size of 72 would be taken from estimated population size of 480 out of those 72 are selected by

the researcher. Out of 72 copies of questionnaires that were distributed to a sample size of employees in the enterprise .60(83.3%) were properly filled and returned. .

To meet the sample, sample was taken from employees who are currently working in the in organization by using simple random sampling . Because simple random sampling is simple to accomplish and early to explain to others. In addition to this, the simple random sampling provides the advantage of speed of data collection and lower costs , which the researcher was incur during this data collection periods. The sample size play a great role for the accuracy and validity of information gathered.

3.6 Method of Data Processing and Analysis

After the data (information) collected, it was varified grouped and analyzed . For the analysis purpose, tables were used as their concenience. Creating of relation between different variables (factors) were mainly given emphasis . These were done an annually and numerically analysis was done by using acalculator.

After the completion of analysis and interpretation of data summary of the findings were made and short discussion was drown from the finding and finally based on conclusion recommendations in the scope of the researcher were given.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter deal with presentation and Analysis of data gathered, through Interview and questionnaire on labor relation management in Berhanenaselam printing enterprise.

4.1 General characteristics of the responses

The researcher decided to work on the case of magazines raises the issue and some employees are for working the issue so many times. According to interview conducted with employees and mangers of the enterprise some times poor labor relation policy is prevent in the enterprise. Because of different reasons.

Among those poor labor relationship which does not really perfect of the interest of labor force-Absence of clear communication system between workers and mangers are the main reason. Hence, conflict arise between the employees and management of the enterprise, lack of government concern about labor right rather shift toward politics and making labor as member of the party.

Finally, the manger deserved that there are disagreement sometimes in the enterprise, regarding the issue of portion and fair discussion with the employees.

This part largely reflects on the presentation and analysis of the data gathered through the questionnaire on the condition of labor relation management. Here employees are much subject to study out of the total number of works in Berhanena selam printing enterprise a total number of 72 questionnaire were distributed to 72 employees. Among these respondents 60 of them have returned. The questionnaire they received among the returned questionnaire 83.3% are properly filled in the analysis and interpretation of this section is based on the number of questionnaires correctly filled and returned.

Table 4.1 . Distribution sample respondents by the personal Background

No	Item	No of Respondent	Percentage
1	Sex		
	Male	35	58.3%
	Female	25	41.7%

	Total	60	100%
2	Level of Age		
	19-25	8	13.3%
	26-35	28	41.7%
	36-46	15	25%
	46 and above	12	20%
	Total	60	100%
3	Educational level		
	Above 1st degree	2	3.3%
	First degree	16	26.7%
	Diploma	25	41.7%
	Certificate	10	16.7%
	Completed grade 12 &below	7	11.6%
	Total	60	100%
4	Marriage status		
	Married	30	50%
	Single	20	33.3%
	Divorsed	8	13.3%
	Widowed	2	3.4%
	Total	60	100%

Source: primary data

According to the table item one shows that out of 60 employees 35(58.3%) are male and 25(41.7%) are female . These who that there is less percentage of female employees on the enterprise, we can conclude from this males are more employed than female . It was practiced in our country Ethiopia most of the time male participate in different activities in different direction they have more job opportunity.

Because it is true that in developing country there is no equal weigh for male & female to wards job opportunity this is due to social cultural attitude to wards gender issue

The second item shows that 25(41.7%) of the respondent are found between the age of 26-35 Employees between the age of 19-25 are only 8(13.3%) and those found between 36-45 are 15(23%) . The rest of the employees are found between the age of 46 and above Based on this information it is possible to say that majority of the employees are young and productive labor force. This labor force will bring about change in productive provided of they are well educated . But as it is indicated in the table above most of these labor force have low education status which is the main obstacle to economic development these who are within the productive labor could cope with various economic situations and can strive for change their living standards without losing their hope. But those that are found in the age group above 46 year are largely dominated by culture and most of them do not have the habit of developing more time to work in order to improve their living condition. There fore, they are found on their product age which may enable them achieve their goals.

Education: Education was an investment component in that requires presents scarifies to enhance future productivity. And also education is also one of the important factors which affect the level of income received by an individually. As it is indicated the above table 25(41.7%) and 16(26.7%) of the employees are diploma and first degree respectively. The rest 7(11.6%) and 10(16.7%) are grade 12 and below and have certificate respectively. There is only 2(3.3%) of the employees that have above first degree education level Based. On this fact it is undoubted ,full to conclude that majority of the employees are well corrected and well change. Worker. This in turn enable the enterprise to increase its efficiency and productivity.

Marriage is another element of demographic characteristics variables. As it is indicated on the above table 30(50%) and 20(33.3%) of the employees are married and single or unmarried respectively. And the rest 8(13.3%) and 2(3.4%) of the respondents are divorsed and widowed respectively It can be concluded from this that most of the employees of the enterprise are married and followed by unmarried. Widowed ratio of employees of the enterprise is less than all. In these martial status half of respondents in the enterprise are married. This indicated that the employees of the organization are more responsible and honest to their jobs . Because of fear of risk from transferring one organization to another organization. So that the organization is more advantageous to achieving the goals.

4.2 General condition of labor Relation , policy and working Environment

Table 4.2.1 General Condition of Labor Relation

Item	No of respondent	Percentage
The condition of labor relation		
Very good	45	75%
Good	10	16.7%
Bad	5	8.3%
Total	60	100%

Source: primary data

From the above table 4-2.1 shows that 45(75%) of the respondents responded that there is an excellent or very good relationship. The other respondents also affirmed that there is a smooth relationship between the labor and management . And there is only 5(8.3%) of the employees responded that there is a bad condition on the enterprise

generally from this item one can be stated that there is a work initiative and co-opration between the employees and the management department.

Good employee management relation involves providing fair and consistent treatment to all employees. So that they will be made responsible to the organization's goals . There fore there is a high possibilities of productivity in the enterprise. Because to employment good employee management relations manger listen to and understand what employees are saying and experiencing

Table 4.2.2 Labor relation policy

Item	No of Respondent	Percentage
Existences of labor relation Policy in the enterprise		
Yes	50	83.3%
No	7	11.7%
I don't	3	5%
Total	60	100%

Source: complied from primary data

Table 4.2.2 shows that 50(83.3%) of the employs answered as there is binding labor relation policy on the enterprise However, 7(11.7%) and 3(5%) of the employees responded that their is no o any policy and do not known to them in the enterprise respectively, Generally from this item conclude that there is relation policies in policies in an effecting the labor relation policies in inefficient manner in the enterprise. There for majority of the employees responded that there is good relationship policy.

Table 4.2.3 Condition of working Environment

Item	No of Respondent	Percentage
Is there conductive working environment in the enterprise ? - Yes - No	46 14	76.7% 23.3%
Total	60	100%

Source :compiled from primary data

From the above table indicates that 46(76.7%) of the employees responded as there is conducive environment on the organization and only 14(23.3%) of the employees responded that there is no conducive working environment.

Some of the positive respondents responded out that factors that enabled them to say that there is conducive working environment on the enterprise; such as accessibility of the society the location of the enterprise, the weather condition and the recreational time given for the employees and motivate worker by giving different incentive methods like training worker giving health care and increase salary on this case the organization is a good condition for achieving the goals.

But, some of the negative respondents responded out that factors that enabled them to say that there is no conducive working environment on the enterprise. In this case the organization is not a good positions because there is no conducive working environments in the enterprise means there is existence of poor relationships. This poor relationship results high employee turn over, there is no internal locus of control and the employees have not Accountability and transparency.

Table 4.2.4 Nature of labor relation policy

Item	No of respondents	Percentage

The labor relation policies Clear communicated to employees -yes -No	 37 23	 61.7% 38.3%
Total	60	100%

Source: compiled from primary data

Table 4.2.4 shows that 37(61.7%) of the employees respondent that polices on the enterprise are clearly communicate to the employees . While 23(38.3%) of them responded that there is an ambiguity as to the clearness of the communicating of policy issues. Here, most probably the result shows that there is no organized and open policy maters communication on the enterprise . Or the existing communication is not such as fully satisfactory. Because of the purpose of communication program are designed to keep employees abreast of what is happening in the organization and knowledgeable

4.3 Degree of proximity

Table 4.3.1 Degree of proximity among employees in the enterprise

Item	No of Respondents	Percentage
Degree of proximity among employees		

- Very high - High - Medium - Law	8 25 20 7	13.3% 41.7% 33.3% 11.7%
Total	60	100%

Source: complied from primary data

Table 4.3.1 stats about the degree of proximity and connection among the employees . The response of the employees state that 25(41.7%) and 20(33.3%) high and medium proximally level among employees respectively. Some of the other employees responded that there is almost the some level of proximity which very high and low that amount to 8(13.3%) and 7(11.7%) respectively. There fore, we can conclude that there is goal relationship between the employees . An organization can achieve , its objectives only its member coordinate their efforts to word a common end. Employees on manger may depend on one an another for information assistance of the coordinated action. This coordinated action is achieved with good proximity among employees so that they are committed to the organizational goals .

4.4 Employee assistance program and their Responsibility

Table 4.4.1 Assistance program

Item	No of respondent	Percentage
Is there any assistance program in the enterprise ?		
- yes - No	50 10	83.3% 16.7%
Total	60	100%

Source: Compiled from primary data

Table 4.4.1 indicated that 50(83.3%) of the employees responded that there is an assistance program in the enterprise. While 10(16.7%) of the respondent affirmed that there is no assistance program. There fore we can conclude that there is assistance program which is open and initiative as the majority of the respondents

Assistance program means as with any relocation of overseas transfers a lot of expenditures for the family of the employees some of the assistance program that commonly offered include:- Automobile protection, Education allowance of children temporary leaving expense travel and home sale or rental protection and etc.

Table 4.4.2 Nature of Responsibility

Item	No of Respondent	Percentage
Administrative body is responsible in their work		
- yes - No	44 11	81.6% 18.4%
Total	60	100%

Source: compiled from primary data

Table 4.4.2 shows that 49(81.6%) of the respondents responded that mangers of the organization are responsible on their work. While 11(18.4%) upstaged or the administrative body not responsible in their work we can conclude that they is obedience of employees toward the work and responsibilities of the administrators. The positive respondents suggested that the administrator are responsible on they are punctual control the activities of the employees and give advice for employs in the enterprise.

Table 4.5 conflict within the enterprise

Item	No of Respondent	Percentage
Conflict arise in the enterprise		
Always	5	8.3%
Most of the time	5	8.3%
Some times	15	25%
Doesn't occur	35	58.8%
Total	60	100%

Source: complied from primary data

The above table 4.5 shows that 35(58.8%) of the respondents responded that the non-existence of conflict .while 15(25%)and 5(8.3%) of the respondents suggested that there is conflict sometimes and most of the time respectively. Only 5(8.3%) responded that there is conflict always on the enterprise . However, the existence of conflict at some times inevitable . This on turn may enable the enterprise to solve the negative performances and some problems of the enterprise

4.6 Communication in the organizaiotion

Table 4.6.1 Mode of communication

Item	No of Respondent	Percentage
Made of communication On the enterprise	43	71.7%
-one way -Two way	17	28.3%
Total	60	100%

Source :primary data

Employees labor relation activities including communication systems through which employees can address their problem and grievance in order to that the above table states about them mode of communication prevalent in the enterprise. 43(71.7%) of the respondent responded that there is only one way communication while, the rest 17(28.3%) responded that there is two way mode of communication. Thus we can say that there is no improved communication. Two way communication instead of one way communication enables the mangers to work cooperatively with the employees. Hence ,this way of communication is value eddying in participating in the decision making process in every activity which will result in better performance.

4.7 Employee Discipline

Table 4.7.1 Grievance presentation

Item	No of Resplendent	Percentage
Possibilities of complain or grievance in the enterprise	22	

Direct to manger Indirect to manger Written Using all means	14 8 16	35.7% 23.3% 13.3% 26.7%
Total	60	100%

Source; Compiled from primary data

Table 4.7.1 shows that 22(36.7%) of the respondents responded that there is complaint to the manger directly and 14(23.3%) of the respondent responded indirectly to manager .However, there are employees 16(26.7%) of the employees who use all moans to present their grievance, Thus, we can say that most of the employee's solve their problems through open communication with the mangers, So that the company manger insure the right person at the right time. Therefore, they are productive. Because apportion of most of labor management is devote to a grievance procedure . It contains the means where by employees can voice dissatisfaction with and appeal specific management actions also included this solution are procedure that must be followed.

4.8 The Relationship Between manager and their workers

In this item intended to give information weather the relationship between mangers and workers are health or not as we show in the respondent a few respondent says there is no healthy relationship between manners and their workers. Most employees of the enterprise are responded that there is health relationship from this item conclude that there is good health relationship between manger and their subordinates in the enterprise This indicated that good

health relationship emphasizing in the enterprise . There for, they are productive to achieve the objective of the goals, of the organization.

4.9 Conflict solving method

As many respondents responded in order to solve a conflict between mangers and their workers. The mangers can solve the conflict by using the following mechanism

- by open discussion and fair treatment
- defining the problem
- Generating alternative
- Choosing one alternative
- Implementing the choosing alternative problem

- By open discussion and fair treatment; An employer program that aimed at ensuring that all employees are treated by providing formalized well documented and highly published vehicle through which employees can appeal and legible issues.
- By defining the problem

  A problem exists when ever there is a difference between what is actually happening and what the individual or group wants to be happening. A major cause of problems in the enterprise is poor labor relationship exists among employees and mangers. problem solving is the process of taking corrective action in order to meet objective. To fully define the problem the employee or group must determine the cause of the problem, people need time to think, preferably , quality apart from others.

  Determine the cause of the problem involver looking back to understand the past , and then forward to predict the future.

  - Generate alternative

  After the problem is defined and objectivities are set, ready to generate possible methods, or alternatives, for solving the

problem. when making routine decisions, the alternative are fairly straight forward. However when making no routine decisions, new , Creative solution and new needed to generate alternatives.

- Choosing one alternative

  After generating alternative solutions to the problem you must evaluate each interims of the objectives and criteria. Think forward and try to predict the ut come of each alternative.

- Implement the choosing alternative problems. After the decision has been made and the plan developed they must be implemented. Communication of the plan to all employees is critical for the successful implementation of the plan.

4.10 The effect of poor labor relationship in productivity of the operations

The manger of the company responded that , it affect on the quality affording on time producing the needed amount with low cost etc.
Generally, the relationship between mangers and their workers affect the products of the enterprise in many ways. If there is no good relationship between them the quality of the product will decrease . Because , when the quality of the product decrease. In another way demand for the product will decrease.

Between them there will not be good relationship because of this there will be a gap between managers and their subordinates could not understand what the workers are doing on the product.

Carelessness of workers for productivity because of poor labor relationship within the company .If load to quality decrease , demand shift to competitors, movements of workers and etc.

CHAPTER FIVE
5.CONCLUSIONS AND RECOMMENDATION
5.1 CONCLUSION

In the analysis section detail investigation and, discussions were presented. In this section the researcher has concluded per the findings as follows. The primary goal of this research has been to be better understand that the condition of labor management relationship in the enterprise

- Depending on the data analyzed and discussions in chapter four regard to sex, the male participation in the enterprise is dominated over the female employees.
- Education was an investment component in that requires present scarifies to enhance future productivity. Based on the education level of employees of the enterprise is undoubted fully, conceded that majority of the employees are well corrected and well changed workers . This in turn enable the enterprise to increase its efficiency and productivity.
- Most of the worker are found in their productive age which is (i.e from age 26-35) 41.7% .This labor force will bring about change in productive provided of they are well educated. Therefore, they are found on their product age which may enable them achieve their goals.

- The general condition of the labor management relationship in the enterprise is cone laded conditions which is 8.3%. This reveals that there is an adhesive conditions as between the labor relationships.
- In the enterprise there is a binding labor relation policy that is openly communicated to the employees.
- The approaches of the employees toward one another is conducive in that 41/7% of the employees proximity is high. However, some of the employees arrant (8.3%) described that there is such attractive proximity among employees.
- Most of the employees (71.7%) described that there is only one way communication in the enterprise. From this one can infer that mostly the employees are the receivers of orders
- Different sorts of assistance program are also provided for employees .83.3% of the employees are enjoy bed with fruit of the program. So the assistance program that commonly offered such as educational allowance for children, temporary leaving expenses travel and home sale or rental protection, Automobile protection and etc.
- Sometimes there is conflict within the enterprise which is mainly caused by the need for promotion and increment of payment. Although 58.3% of the employees responded that there is no conflict when the enterprise . And41.7% of the employees affirmed that there is conflict within the enterprise. This shows that averagely there is more unhealed controls within the enterprise
- Most of the employees in the enterprise 36.7% and 23.3% explained that most of them present their grievance directly and indirectly to the manger respectively
- Some respondents respond as the relationship between mangers and employees not affect the productivity the company. But

most respondent response it affect productive. From these information the researcher conclude productivity can be affected .

- Poor relationship between employees and mangers affect the company by shifting worker and suppliers from the existing company to competitor.
- As many respondents respond in order to solve a conflict between mangers and employees . The company mangers can solve the conflict by defining the problem Generating alternative , choosing one alternative, the choosing alternative problems and by open discussion and fair treatment. Generally ,from the finding we can concluded that in Berhanena selam printing enterprise (BSPE) there is a culture of openness between the employees and employers. However, relation policies in an effecting the labor relation in an inefficient manner, similarly the existence of conflict within the employees and mangers is in evitable that are mostly caused by the imbalance between the demand of the employees and provisions of the enterprise. All the labor force in the enterprise are responsible for their work.

5.2 RECOMMENDATION

The study has tried to examine the condition of labor management relationship between manager and their employees . The overall recommendation were improvement and reformation are needed accordingly. The recommendation giving with some specific suggested guidelines . The researcher give the following recommendation guidelines

- According to the data were collected in the employees of the organization female employees are less participation than male employees, so that in order to improve this problems the organization should increase the participation of female employees by giving deferent treatments like giving Affirmative action, motivating and by giving training and the like.
- The labor relation policies in the enterprise should clearly be communecited to the employees so that they are implement clearly and properly. And give the necessary treatment of workers
- The management in the enterprise should Strive to clear (eradicate)conflicts found within the employees as well as between the employees and the management. By openly discussing the issues, the factors and developing a full range of alternative to resolve conflicts.

- Two way communications instead of one way communication enables the manger to work cooperatively with employees. Hence , this way of communication is value eddying in participating employees in the decision making process in every activity which will result in better performance.

- The management should strive to strength their relationship between the managements and the employees as well as the relationships within the employees. Because this will aid to see every activity within the enterprise in a coprate way.

- Poor labor relationship between mangers and their worker is not good for productivity of accompany so , the concerned body or mangers should motivate workers by different incentive

method like increase salary, giving health care, giving financial loans and training workers.

- Conducted some public relation activities, such as participating in some social activities.

- Poor relationship between management and their workers affect the productivity of the company. So in order to improve such problem the company managers must keep this productivity by taking different measurement like, by creating close relationship inside and outside the companies.
- The company managers should insure the right person at the right place.
- Generally the management should tallish strategy which enables the enterprise to develop good employee relationship which involve providing fair and consistent treatment to all employees, so that they are committed the organizational goals .

REFERENCES

- David M. Harris, Randy 1, Desimone; (1994) Human Resource. Development; 5th edition, London, Chapman and Halls publishing company.
- Decenzo-Robbins; (1999). Human Resource Management; 6th edition New Tehery: preantise , Hallin.
- Garry Dessler,(1994) Human Resource management,6th edition, Sutherland & Canada
- John Iuanceuich (1998); Human Resource management : 7th edition. MG Growth Hill Irwin
- John story; (1995) Human Resource management Actual Text, London and New York
- Martin J.Gannon; (1988) Managing for result MG Growth Hill I rain,
- Robert N.Lussiers;(2005)Human Relations in organization; 6th edition. Me Grow Hill, publishing company
- Roymond A. Neo,John R.Hollen Beck, Barry Gerhrt, Patrick Wright: (2009) Human Resources Management; 3rd edition .Mc Grow, Hill company.

APPENDIX A

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

The purpose of this questionnaire is to conduct the research on labor management relations Your response are very importance for the success of the study and it will also be confidential

For the employees of the organization

Instruction: For the respondents you are kindly requested to put a " tick" mark on the choice provided to you and write necessary explanation too if required in the space provided . Anything that you respond on this questionnaire will be kept absolutely confidential

Remark: Do not your name and address !

Instruction: Answer the following questions by making "tick" mark inside the box and with necessary explanation in the space

1. Sex A. Male ☐ Female ☐
2. Age A. 26-30 ☐ D. 41-45 ☐
   B. 31-35 ☐ E. above 46 ☐
   C. 36-40 ☐
3. Educational level
   A. Above 1st degree ☐
   B. First degree ☐
   C. Diploma ☐
   D. Certificate ☐
   E. Grade 12 and below ☐
   F. Technical & vacation ☐
   Others _____

4. Martial status

A. Married ☐ B. Single ☐

C. Divorce ☐ Widowd ☐

5. What is the general condition of labor management relation in the enterprise ?

A. Excellent ☐ B. Very good ☐

C. Good ☐ D. Bad ☐

If your answer is bad, how please specify _____

_____

6. Is there any labor relation policy in the enterprise?

A yes ☐ B. No ☐ 6. I d☐ know

If yes, what is the importance _____

_____

7. Is there any assistance program in the enterprise

A. yes ☐ B. No ☐

If your answer to question number (7) “No”why the possible reason

_____

_____

8. Is there conductive working environment in your organization?

A. yes ☐ B. No ☐

If yes, (specify)

_____

_____

9. Do labor relation polices clear communicate to employees?

A. yes ☐ B. No ☐

If your answer is No please specify the possible reason

_____

_____

_____

10. What is the degree of proximally among employees?

A. very high ☐ C. Me☐dium

B. high ☐ C. low ☐

If ‘Low’ specify the reason

_____

_____

11. Is the administrative body responsible in their work?

A. yes ☐ B. No ☐

If no, why the reason (specify)

_____

_____

12. How obtunds conflict arise on your enterprise?

A. Always ☐ B. most of the time ☐

C. some time ☐ D. doesn't occur ☐

13. If your answer question number (12) is " always" why specify the reason

_____

_____

14. What is the mode of communication on the enterprise?

A. One way ☐ B. Two way ☐

15. How could you present your complain or grievance labor management relation in the enterprise?

A. Direct to manger ☐

B. Indirect to manger ☐

C. Written ☐

D. Using all means ☐

16. Do you think that there is a health relation ship between mangers and employees ?It 'No' what would be the reason ?

A. yes ☐ B. No ☐

If 'No' what would be the reason ?----------

---

or If you say 'yes' what actions are being taken to continue as it is

---

17, How can be solved for there is a conflict between mangers and employees?

---

18. Do you think that the relationship between mangers and employees affect the production of the company ?

A. yes ☐ B. No ☐

19. if ‘yes’ what way it affect?

ABSTRACT

Building an effective employee and Employer relationship is the core concern of every organization to increase the productivity efficiency and quality of the product as well as the achievement of long ran goal of the organization . The main objective of this study is to examine the condition of labor management relation in Berhanena Selam printing enterprise.

Simple random sampling technique was used. 15% out of 480 total employees in the organization. This research was distributed primary source that is personal observation and unstructured interview , self administrative questions include both open and closed ended questions for employee. Secondary data source that is document

servey was expected, news paper and magazines. In Berhanena selam printing enterprise the key line between the employees and employer is evaluated interms of fairness as to the treatment of the enterprise, the cooperation and communication condition of the employees.

The collected qualitative and quantities data from the employees of the enterprise was processed by using data processing procedures

These procedures are editing,coding analyzing and after that data approprian was commence. Then based on the above factors the researcher has provided appropriate and feasible solution, suggestions and recommendation were maden.

Key words:

- labor relation
- labor relation policy
- Assistance program
- Nature of responsibility
- Communication in the organization
- Employee discipline
- Grievance procedure
- Conflict with in the enterprise
- Conflict solving method
- The effect of poor relationship

ACKNOWLEDGEMENT

First of all, I would like to thank, the Almighty God for helping me in every aspects of life and work. Next I would like to Acknowledge. My advisor Mr. Asres Abitie for his unreserved guidance in preparation of

this paper . Finally I would like to thank my secretary w/ro Aynalem Areadom she write my work and give correction honesty and sisterly.

TABLE OF CONTENTS

Content

Acknowledgement I
Abstract.....II
Table of contents.....III
List of table IV

Chapter One

1. Introduction.....
1.1 Background of the Study 1
1.2 Background of the organization.....1
1.3 Statement of the problem.....2
1.4 Objectives of the study.....4
1.4 .1 General objectives.....6
1.4.2 Specific objective 6
1.5 Significance of the study 7
1.6 scope of the study 8
1.7 Limitation of the study 8

Chapter Two

2. Literature review.....9
2.1 Labor Relation 9
2.2 Communication in the organization.....9
2.3 Union 10
2.3.1 Why do employees join unions?.....10
2.4 Employee Assistance program.....11
2.4.1 Assistance program.....11
2.4.2 Compensation and employee benefits.....11
2.5 Guaranteed fair treatment 12
2.6 Employee Discipline.....12
2.7 The manger and his superior 12

III

2.8 Grievance procedure 13
2.9 Reaction of subordinates 13
2.10 The people factor in managing 14
2.11 Organizational level behavior 15

Chapter Three

3. Methodology of the Study 17

3.1 Study area 17
3.2 Materials (Data).....17
3.3 Data source 17
3.4 Method of Data collection.....17
3.5 Method of sampling /sample design.....18
3.6 Method of data processing and Analysis 19

Chapter four

4. Data analysis and interpretation 20
4.1 General characteristics of the Responses 20
4.2 The General condition of labor Relation policy and working environment.....23
4.3 Degree of proximity.....26
4.4 Employee assistance program and their responsibility.....27
4.5 conflict within the enterprise 28
4.6 Communication in the organization.....28
4.7 Employee discipline.....29
4.8 The Relationship between manger and their worker.....29
4.9 Conflict solving method.....30
4.10 The effect of poor labor relationship in productivity of the operations 31

Chapter Five

5. Conclusion and recommendation.....32
5.1 Conclusion.....32
5.2 Recommendations 34
Reference.....36
Appendix A.....37

LIST OF TABLES

Table 4.1.1 Distribution sample Respondents by personal Back ground 21
Table 4.2.1 General condition of labor relation.....23
Table 4.2.2 Labor relation policy.....23
Table 4.2.3 Conation of working environment.....24
Table 4.2.4 Nature of labor relation policy 25
Table 4.3.1 Degree of proximity employee.....26
Table 4.4.1 Assistance program.....26
Table 4.4.2 Nature of responsibility.....26
Table 4.5 conflict within the enterprise.....27
Table 4.6.1 mode of communication.....27
Table 4.7.1 Grievance presentation.....28

IV

DECLARATION

I undersigned declare that this student Research paper is my orginal work and has not been presented for a degree in any other university and all the materials used for this study have been duly acknowledged.

Name of Student:_____

Signature: _____

Date: _____

This student research paper has been submitted or examination with my approval as a university advisor.

Name of advisor: _____

Signature _____

Date _____