



# **The Perceived Relationship Between Employee Relations, Management Practices And Job Satisfaction In Umar Suleiman College Of Education, Gashua, Yobe State, Nigeria**

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## **ABSTRACT**

Job satisfaction among employees is a key component for the success of any organization. This is so because, employees who are satisfied with their jobs tend to work harder because they are satisfied with their job hence consequently offering good services to the organization's clients. This study sought to find out whether there is any perceived relationship between employee relations management practices and job satisfaction at Umar Suleiman College of Education, Gashua. The primary data was collected from the academic staff of the institution using semi structured questionnaires. The study used techniques such as mean, standard deviation and regression analysis. Quantitative data was analyzed using descriptive statistics whereby linear regression was used to determine if there is any relationship between employee management practices and job satisfaction. The study found out that the management practices tested which were; conflict management, disciplinary procedures, trade unionism and communication had a very minimal influence on job satisfaction for Umar Suleiman College of Education, Gashua employees. This means that there are other factors which influence the employees' job satisfaction and also the tested variables scored some aspects of job dissatisfaction. The study therefore recommend that Umar Suleiman College of education management should try and find out what is causing job dissatisfaction among their employees and also to improve on areas that were tested which indicated some levels of dissatisfaction.

**Keywords:** Job satisfaction, Employer, Employee, Job satisfaction

## **INTRODUCTION**

The development of employer-employee relationship is essential for the satisfactory execution of any firm and for the employees to become occupied in the organization (Tansel & Gazioglu, 2012). This interactive relationship concentrates on the nature of relationships that organizations have with their employees, not just in line with contribution to hierarchical execution and accomplishment of organizational objectives, but serving to re-build and ensure authoritative notoriety and image in a turbulent environment (Kim & Rhee, 2011; Men, 2011). Kim and Rhee (2011) recommended that if employees have encountered great long-term relationship with their management they are probably going to consider organizational issues as their own, and are probably going to forward and share steady information as answers for their organization amid the managerial turbulence.

The nature and consequences of employment relationships in recent years has brought about intense changes in the competitive environment, where business owners that wish to contend at a higher level

must comprehend the human side of their organization and business process (Xesha, Iwu, Slabbert & Nduna, 2014). According to Jansen, Curseu and Vermeulen (2013), employees must be social architects who can work on a parallel level in the organization, constantly enhancing the business procedure and cultivating an environment favorable for development, hazard-taking, self-coordinated teamwork, responsibility, quality and self-change. It has been observed that without solid employer-employee relationships, it gets to be distinctly difficult to be effective as a business owner (Selmier & Travis, 2013). They express their opinion that business owners need long haul employer and employee relationships that will bring them through testing and troublesome circumstances. Jackson (2009) affirms that the reality about business relationships are that, they are just as complex in any other relationship. They require lots of effort to maintain and must be mutually beneficial to all the parties involved. He emphasized that in any business relationship, the business owner must be willing to give, share and support, not simply just take or get. Finance might be the front line tool to get people to work at their best but good relationships form the foundation for increased productivity (Xesha, Iwu, Slabbert & Nduna, 2014).

There are various reasons that have been identified to foster a good employer-employee relationship. According to Burns (2012), employees who are inspired to work as a result of employer-employee relationship produce better and more output. Such employees strive to become better in an organization because employees who have good relationship with their employer are usually driven by the identified competency of such employee. The ultimate result of a positive employer-employee relationship leads to employee's job satisfaction.

Employer-employee relationship defines the level of job satisfaction an employee should have towards his work and workplace. Knowledge about the impact of employer-employee relationships upon commitment (job satisfaction) is an important issue for managers because the retention of staff has been identified as a key factor affecting organizational effectiveness (Gollan, 2005). To harness the employer-employee relationship in any organization, there is the need for adequate supervision from employers who would look into the affairs and duties of the employees to make sure that they are performing at optimum level. Further, when employees perceive high levels of support from management including their supervisor, they are also likely to experience high morale and job satisfaction (Podsakoff, MacKenzie., Paine & Bachrach, 2000).

In the recent past colleges of educations in Nigeria has experienced employee relations management challenges that have resulted to declined productivity and performance of the organization due to unsatisfied employees. Periodical strikes, boycotts, collective bargaining disagreement, unsatisfactory working condition, unclear grievances procedures and dispute settlement, unbalanced work life among employees and centralized organizational decision making, are key challenges that have affected the performance of the organization hence my motivation to carry out the study. This therefore study seeks to answer the question; what is that relationship between employees relation, management practices and job satisfaction at Umar Suleiman College of Education, Gashua, Yobe state. The study is limited to the Academic Staff of Umar Suleiman College of Education, Gashua, Yobe state.

## **METHODOLOGY**

### **Research Design**

Descriptive design was appropriate for this study since it explores and describes variables' relationships the way they occur without manipulating them. This design is a framework used to attach the research components together (Krishnaswami, 2003). The descriptive study is aimed at obtaining information that can be subjected to analysis, extraction of patterns and drawing of comparisons for clarification purposes and provision of making decisions platforms. Both quantitative and qualitative data were obtained for the purposes of comparison.

### **Target Population**

The study targets all the 353 academic staffs of Umar Suleiman College of Education, Gashua, Yobe state.

### **Sample and Sampling Technique**

The total academic staffs in Umar Suleiman College of education Gashua is 353. Borg & Gall (2003) recommends that the minimum sample of small population is 30% while 10% can be done for a big

population. Therefore, 30% of the targeted population was computed to give sample size of 106 respondents.

**Data Collection**

The research instruments used in the study were self-administered questionnaire with structured question items that were answered by the organization employees. The structured questions enabled the researcher to easily tabulate and analyze the data.

**Data Analysis**

The data was analysed using simple descriptive statistics of frequencies and mean. Regression analysis was used to find out the relationship between variables of the study. The regression model used was of the following form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where;

Y= Job Satisfaction at Umar Suleiman College of Education, Gashua

$\beta_0$ = Y intercept

$\beta_1$  to  $\beta_5$  = regression coefficients

$X_1$  = Disciplinary Procedures

$X_2$  = Conflict Management

$X_3$  = Trade Unionism

$X_4$  = Communication

$X_5$  = Grievance Management

$\varepsilon$  = error term

**DATA PRESENTATION**

**Table 1. Respondents Designation**

Rank	Frequency	Percentage
Chief lecturer	3	2.8
Principal lecturer	8	7.6
Senior lecturer	11	10.4
Lecturer 1	18	17.0
Lecturer 11	23	21.7
Lecturer 111	26	25.3
Assistant lecturer	17	16.0
<b>Total</b>	<b>106</b>	<b>100</b>

**Source: Field Survey, 2019**

A majority of the respondents (83.3%) were lecturer 111 while 2.8% were chief lecturers. All the level of employment in the organization was represented in the study.

**Table 2. Respondents' length of Time Worked in the Organization**

Years	Frequency	Percentage
1-6	46	43.4
7-12	36	34.0
13-18	11	10.4
19-24	8	7.6
25 years and above	5	4.7
<b>Total</b>	<b>106</b>	<b>100</b>

**Source: Field Survey, 2019**

43.4% of the respondents had worked in the organization for 1-6, 34% worked for 7-9 years.10.4% worked for 13-18 years,7.6% worked for 19-24 years while 4.7% had worked for 25 years and above. About 56.6% of the respondents have worked from 7 years and above. This implies that, the majority of the employees had a high level of experience with the organization because only 43.4% which worked for 1-6 years.

**Table 3. Respondents Level of Education**

Qualification	Frequency	Percentage
Ph.D	2	1.9
M.Sc/ equivalent	74	69.8
B.Sc/ equivalent	32	30.2
<b>Total</b>	<b>106</b>	<b>100</b>

**Source: Field Survey, 2019**

Majority of the respondents (69.8%) M.Sc/equivalent while 30.2.0% of them had an undergraduate level of education/ equivalent and only 1.9% had attained Ph.D level of education. This shows that majority of the employees had an understanding in regard to the concept of the study.

#### **Employees' relationship on management practices and job satisfaction**

**Table 4. Discipline Procedures**

s/n	Statements	Mean	SD
1	Management of the organization are always ready to resolve employees issues using informal methods than formal methods	4.42	1.031
2	Management give multiple methods to determine employee misconduct	4.43	1.008
3	Management give employees an opportunity to defend themselves against allegations	4.45	1.008
4	Management always use verbal communication in case of misconduct	3.37	1.020
5	Senior managements suspend employees in case of misconduct without terminating the salary	3.4	1.022
6	Employees are accompanied by a trade unionist or workmate during disciplinary hearings	3.42	1.026
7	The employer and employees maintain disciplinary information confidential	3.41	1.022

**Source: Field Survey, 2019**

From Table 4 it is clear that the highest rated factor was that management gives employees an opportunity to defend themselves against allegations of 4.45. The second highest rated factor was that the managers give multiple methods to determine employee misconduct at 4.43. This implies that employees felt that management were able to reevaluate the misconduct before making a decision of what to do with the employee or before any action is taken about the misconduct. Grogan (2009) argues that interpersonal disciplinary procedure is a critical tool for management. Another factor that had a mean of 4.42 was employees are accompanied by a trade unionist or workmate during disciplinary hearing and management of the organization is always ready to resolve employee issues using informal methods than formal methods. This implies that employees felt safe when accompanied to a disciplinary meeting and also when managers used informal methods to resolve issues to raise their level of job satisfaction. Bendix (2010) suggest that when fairness is following in disciplinary procedure employee's level of satisfaction is raised. Another factor that may affect employee's level of job satisfaction was when the employer and employees maintain disciplinary information confidential at 3.41. Confidentiality has been considered an important aspect in job satisfaction. The least rated factor at 3.37 was managers always use verbal communication in case of misconduct. This implies that although verbal communication was used, this may not be the case always. The overall mean is 3.84 indicating there a high job satisfaction among the workers except in a few factors.

**Table 5. Respondents' Response on Conflict Management**

s/n		Mean	SD
1	Management ensure that employees are represented appropriately in case of conflict	4.39	1.020
2	Management encourage employees to seek formal permission before striking	3.34	1.009
3	The employer and employee respect the right of each other during the conflict management	3.33	0.997
4	Management always interact with their employees to arrive at neutral decisions	3.36	1.002
5	Management always seek consensus with employees during conflict resolution	3.36	1.002
6	Appropriate parties are involved in conflict management forums between the employer and employees	3.36	1.002
7	Employees always respect the decision of the managers/ supervisors during conflict management	3.33	0.994

**Source: Field Survey, 2019**

From table 5, respondents response on conflict management with a highest mean being 4.39 on job satisfaction and the lowest mean at 3.33. On average the level of job satisfaction and the conflict is at 3.5, hence there was a job satisfaction. The lowest job satisfaction was on employees always respect the decision of the managers / supervisors during conflict management and the employer and employee respect the right of each other during conflict management. This implies that employees' job satisfaction can be affected by how they are treated by the employer during conflict management and also the decision made during conflict management. Meshal (2001) acknowledged that conflict may be as a result of a person feeling threatened or perceive their employment status would be affected hence this would alarm high or low job satisfaction.

**Table 6. Respondents' Response on Trade Unionism**

s/n	Statements	Mean	SD
1	Employee seek trade union interventions if dissatisfied with employers	3.45	1.063
2	Union representatives are respected by employers	3.34	0.995
3	The employer always implements decision of employees trade unions	3.36	1.011
4	Employers always encourage their employees to join trade unions	3.33	0,994
5	Trade union represent workers during disciplinary actions	3.36	1.011
6	Trade union always represent the welfare of employers and employees	3.42	1.044
7	Trade union decisions are respected by both the employer and employees	3.34	0.994

**Source: Field Survey, 2019**

The findings indicate that a majority of the employees had a high level of job satisfaction in regard to employees seeking trade union intervention when dissatisfied with the employer (mean = 3.45). A trade union always represents the welfare of the employer and employees at a mean of 3.42. The employer always implements decision of employees' trade unions and trade union represent workers during disciplinary actions were at a mean of (3.36), union representatives are respected by the employer and trade union decisions are respected by both the employer and employee were at a mean of (3.34) and the least was that the employer always encourage their employees to join trade union at a mean of (3.33). However, the overall mean score for all the questions were found to be of a mean of 3.37 hence indicating a high level of job satisfaction.

**Table 7. Respondents’ Responses on Communication**

SN	Statements	Mean	SD
1	The organization has decentralized structure that enhance open communication	3.43	1.040
2	Managers interact with their employees openly	3.44	1.054
3	The organization gives timely feedback to its employees	3.47	1.073
4	Employees always contribute in key decision making	3.38	1.071
5	Communication hierarchy is two traffic way	3.47	1.081
6	The organization encourages interactive learning approach	3.48	1.085
	<b>Overall Mean</b>	<b>3.45</b>	

**Source: Field Survey, 2019**

The findings presented in Table 7 shows the distribution of responses on communication. The findings indicate that a majority of the respondents noted that the organization encourages interactive learning approach (mean =3.48), the organization gives timely feedback to its employees and communication hierarchy is two way traffic (mean = 3.47), managers interact with their employees openly (mean 3.44), the organization has decentralized structure that enhances open communication (mean= 3.43) and employees always contribute in key decision making (mean = 3.38). The overall mean was at 3.45 meaning only a few factors showed a level of job satisfaction and the rest had a low level of job satisfaction. The result may also imply the that when the organization encourage interactive learning approaches the employees feel recognized to be given training by either the top management and they feel appreciated to acquire and use the knowledge shared.

**Table 8. Job Satisfaction**

Sn	Statements	Mean	SD
1	My job properly utilizes of my abilities and skills	3.48	1.245
2	How satisfied are you with your decision making involvement in decisions affecting your work	3.47	1.162
3	I am rewarded for my efforts’ quality	3.41	1.220
4	I feel encouraged to come up with better and new ways ways of performing tasks . 3.00 .958	3.00	0.958
5	I have resources and tools to perform my duties well	2.96	1.084
6	I get a feeling of personal accomplishment from my work	2.97	1.063
7	Overall how satisfied are you with your job	3.15	1.152
8	How contented with the chance of getting a better position in the company 3.02 1.038	3.02	1.038

**Source: Field Survey, 2019**

The highest mean on job satisfaction is 3.48 from my job properly utilizes my abilities and skills while how satisfied they during involvement in decision making affecting their work was at 3.47. I am rewarded for the quality of my efforts was rated at 3.41 mean, overall how satisfied they are with their job was rated at 3.15 while how satisfied they are with their opportunity to get a better job in the company was rated at 3.02 with 3.00 being the mean of feeling encouraged in coming up with better and new ways of performing tasks. The two lower means were 2.97 for my work gives me a feeling of personal accomplishment and 2.96 for I have resources and tools to undertake my duties well.

#### 4.9 Regression

The section focuses on hypothesis testing from which statistical inferences are subsequently made. A hypothesis is a testable opinion or belief whereas testing of hypothesis is the process of testing beliefs using statistical means.

Linear Regression Formula

The general multiple linear regression model formula was used:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where Y is the dependent variable;

X<sub>1</sub>-X<sub>5</sub> are the independent variables

E(y) =  $\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$  is the deterministic portion of the model  $\beta_1$ . the constant coefficients determines the contribution of the independent variable X<sub>1</sub>.

The summary of output when all independent variables are added in the multiple regression equation leads to ANOVA. The F-test associated with the ANOVA table is used to test the null hypothesis that the independent variables are significant to the model of analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 <sup>a</sup>	.549	.535	.593

a. Predictors: (Constant), discipline, Communication, Trade union  
ANOVA<sup>a</sup>

Model	Sum of square	DF	Mean Square	F	Sig
Regression	41.123	3	13.708	38.949	.001 <sup>b</sup>
Residual	33.787	96	.352		
Total	74.910	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), discipline, Communication, Trade union

Coefficients<sup>a</sup>

Model	1	unstandardized coefficients		standardized coefficients	t	Sig
		B	Std. Error	Beta		
Constant		.823	.178		4.616	.000
Communication		.903	.093	1.012	9.717	.001
Trade union		.1571	.229	-.737	-2.495	.014
Discipline		.246	.220	.311	1.117	.267

Dependent Variable: Job Satisfaction

The summary output of the independent variable indicators explain for 74.1% of job satisfaction. From the ANOVA table above, the p-value = 0.01 < 0.05 level of significance hence there is no much significance difference between the two variables. This means there is little relationship between job satisfaction, communication, trade union and discipline at Umar Suleiman college of Education, Gashua. This implies that job satisfaction is brought about by other factors.

## 5.2 CONCLUSIONS

The study found out that Umar Suleiman College of Education, Gashua employees were satisfied with how disciplinary issues were handled in the organization. Job satisfaction was also said to be high on how conflict management was carried out among the employees and the employer. On trade unionism the level of job satisfaction was reported on only two factors. The standard deviation shows a cross relationship on the level of dissatisfaction among the employees. Employees had a high level of job satisfaction on how communication within the organization was carried out. Although dissatisfaction was reported, the level was minimal and only a few factors had a low level of rating. Job satisfaction was high when employees used their skills and abilities and also when they were involved in decision making that affected their work. Low levels of job satisfaction were reported when employees said that their work gives them a feeling of personal accomplishment and felt they had the tools and resources to do their job well. The ANOVA result shows that there are other factors that were not tested on job satisfaction that influence employees' level of job satisfaction.

## 5.5 RECOMMENDATION

Based on the findings of this study the following recommendations are made:

- i. There is need for Umar Suleiman College of Education, Gashua to identify the discipline issues that employees feel dissatisfied with on how they are handled during disciplinary hearings. This would help the organization to improve on how employees' disciplinary measures are handled and also how they can be improved to help the employees own up the process.
- ii. There is need for conflict management to be done in an appropriate way to enhance the relationship between employees and their employer at Umar Suleiman College of Education, Gashua. Hence conflict needs to be addressed from where they are arising to help employees come to terms with their actions.
- iii. There is need for the organization to have a laid down structure on issues regarding employees' trade unionism because this would help the employees feel more satisfied with how their issues regarding trade unionism are handled by the employer.

iv. Formal communication should be used often to address employees' misconduct; this will help them realize the seriousness of the matter. Job satisfaction could improve if employees were able to use their tools, resources at their job and work that gave them a feeling of personal accomplishment.

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