UNIVERSITY OF KWAZULU-NATAL

An Evaluation of Employee-Management Relations in Zenith Bank Plc.: Lagos, Nigeria

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DECLARATION

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ABSTRACT

The relationship between management and employees involves an important management process that requires more attention than it has normally received. The internal relationship between the employer and employees can impact and determine the future of the organisation (Anyim, Ikemefuna, & Mbah, 2011). The factors or variables identified for this study were communication; motivation; managerial style and grievance handling. The purpose of this research work was to examine the relationship between the management and employees in the Zenith Bank Plc. in Lagos, Nigeria. The research objectives of the study were to determine whether communication impacted on the effectiveness of the relationship between the management and employees at Zenith Bank Plc., to examine the role of motivation on the relationship between management and employees, to explore the impact of the managerial style on the employees' motivation, and to examine whether the employees of Zenith Bank Plc. were satisfied with the way grievances were handled.

A quantitative approach was used in this research. The type of research design that was used in this study was a descriptive design. This category of research design has the major function of describing accurately the characteristics of a phenomenon or relationship. Simple random sampling, which is a type of probability sampling, was used for this study and a total of 50 respondents were chosen for this study. The result of the hypotheses testing showed that communication had a significant effect on employee-management relations; motivation had a significant effect on employee-management relations; managerial style had no important effect on employees' motivation, and grievance-handling had no notable effect on employee-management relations. It was concluded that effective communication impacted positively on employee-management relations, and motivation affected the employee-management relationship.

Management should invest in sending staff for training on how to communicate effectively with each other at all levels, to guide against impolite conversion, misunderstanding and grievances. Future research can focus on innovation, the job environment and employee wellness as a mediator or moderator variable.

Keywords: Communication, Employees, Employer, Employee-management relations, Grievance, Grievance handling, Management style, Motivation, Relationship.

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CHAPTER 1
INTRODUCTION

1.1 Introduction

This chapter focuses on the research problem, research objectives, research questions, and the research hypothesis. The ethical considerations, scope and justification of study, significance of the study, limitations of the study, brief research methodology, and brief history and profile of Zenith Bank Plc are also outlined in this chapter. The study begins with the background of the study.

1.2 Background of the study

The impact of the employee-management relationships in many organisations needs more attention (Inyang, Enuoh & Ekpenyong, 2014; Walker & Hamilton, 2011). The argument that surrounds the reform of corporate governance is mainly based on how to include the outside voices of employees when decisions are taken within a company. This research aims to consider in detail the function of employee-management relations as a crucial element for enhanced employees' performances. Generally, management tends to focus more on what it can gain from employees in terms of job performance, productivity and profitability, rather than paying attention to its relationship with the employees, employees' motivation, job satisfaction and the employees' socio-economic status (Bolden & Kirk, 2006a; Jones & George, 2014).

The attitude of not engaging employees effectively by most management has led to employees feeling as if they are being exploited for the benefit of the organisation without considering their motivation, satisfaction and their relationship with management (Jones & George, 2014). Consequently, the mind set of management focusing more on what they will gain from their employees, without considering their well-being, satisfaction and motivation, has resulted in a great waste of human resources (Jones & George, 2014). There is, therefore, a need to develop an appropriate management technique, good leadership, a change of attitudes, a business culture, and emotions that will have a positive impact on management's relationships with employees and employees' performance (Jones & George, 2014). In addition, there is a need for management to evaluate its leadership style and to introduce better employee-management relationships that are appropriate for creating a healthy working environment which, in the long

run, will improve the employees' performance and that of the organisation as a whole (Jones & George, 2014).

Management cannot achieve its primary objectives of improving productivity and product and services quality, and the reduction of absenteeism and industrial action in an environment that is filled with chaos, an unfriendly atmosphere and a lack of motivation. As a result, management needs to possess the leadership skills of understanding how to energise, motivate and harmonise people to work as a team in order to attain the goals set by the organisation (Jones & George, 2014). A person's motivation is the merger of their ambition and power aimed at attaining a goal (Nohria, Groysberg & Lee, 2008) and people can be motivated by both internal and external forces. These forces are beliefs, needs, environmental factors, values, interests, fears, and pressures (Nohria et al., 2008).

Managers need to understand the four basic emotional needs of employees in order to boost motivation and to foster good relationships between management and employees (Nohria et al., 2008, p.2). Lawrence and Noria (2008) have established this needs as "the drive to acquire; the drive to bond; the drive to comprehend; the drive to defend" (Nohria, Groysberg, & Lee, 2008, p.2). Furthermore, it was explained that human beings have the desire to get (receive limited resources); the desire for mutual connections (associating with groups of people or individuals); the urge to embrace and find out (focusing on personal interest and areas of concern in the world); and desire for security and justice (shielding against internal and external risk) (Nohria et al., 2008, p.2-3). Managers need to have a good understanding of the right actions needed to satisfy these four drives in order to increase the employees' total motivation (Decker & Decker, 2015; Frenkel, Sanders & Bednall, 2013; Jones & George, Nohria et al., 2008; Robbins & DeCenzo, 2008).

Communication is an important tool or mechanism that creates mutual understanding between management and employees in any organisation. According to Robbins and DeCenzo (2008, p.324), the number one reason why effective communication is important for managers is that: "everything managers does require and depends on communication". Furthermore, a manager cannot make decisions or develop strategies without the availability of information, and this information has to be communicated before and after the decision has been made by management (Robbins & DeCenzo, 2008, p.325). Therefore, effective communication skills are necessary for every manager to be successful in his/her role (Robbins & DeCenzo, 2008).

The relationship between management and the employees involves an important management process that requires more attention than it has normally received. Indeed, the study conducted on '*Leadership style and sales performance: A test of the situational leadership model*' by Butler and Reese (1991) indicates that the overall performance of a company relies on the successful interaction between managers and their employees (Butler Jr & Reese, 1991; Graen & Uhl-Bien, 1995). There is a remarkable connection between high-quality management-labour relationships and job satisfaction, employee engagement, delegation, revenue per employee, performance of employees, employee renewal rate, empowerment and organisational commitment (Jones & George, 2014; Kirk & Bolden, 2006; Robbins & DeCenzo, 2008; Sias, 2009; Zander, 1997).

Employee-management relationships can also be strengthened and enriched through good grievance handling. The consequences of not handling grievances properly are more profound than the layman appreciates (Fitzpatrick & Kevin, 2006). This is because grievances can be resolved in one of two ways: a settlement that all sides find to be fair and that results in an end to the dispute, or a settlement that only one side finds is a fair end to the dispute (Fitzpatrick & Kevin, 2006). Managers need to pay careful attention to their roles in grievance-handling and need to design a grievance process that is fair to all parties concerned (Walker & Hamilton, 2011).

There is no doubt that good employee-management relations are critical for the effective management and functioning of a company. With this in mind, the main driving force for this study is the employee-management relationship and its impact on employees' performance.

1.3 A brief history and profile of Zenith Bank Plc.

In the early 1990s Nigeria experienced an economic boom and it was considered one of the major oil producing countries in the world (Okeke, 2012). The introduction of the Structural Adjustment Programme (SAP) by the then military government gave room for local and foreign investment in the economy and the establishment of more banks in Nigeria. The military in this context means the forces of the nation. Zenith Bank was created in May 1990 and started functioning as a commercial bank in July 1990, with branches in major cities such as Lagos, Abuja, Ibadan, Port-Harcourt, Enugu and Kano (Finance, 2012; Okeke, 2012; Zenith, 2015).

Zenith Bank was originally incorporated and registered as a limited liability company and later took a step towards becoming a public limited company (Plc.) on 17th June 2004 (Finance, 2012; Okeke, 2012; Zenith, 2015). It was later listed on the Nigeria Stock Exchange (NSE) due to huge success in the Initial Public Offering (IPO) (Finance, 2012; Okeke, 2012; Zenith, 2015). Zenith Bank made efforts to expand through the creation of a branch network in key commercial cities and towns within the first 14 years (between 1990 and 2004). The bank currently has more than a million shareholders, and also the bank in possession of paramount shareholders' funds in the country (Finance, 2012; Okeke, 2012; Zenith, 2015).

Zenith Bank is among the largest banks in Nigeria, having more than 500 branches in different states of the Federation, including the bank presence in the Federal Capital Territory, (FCT) Abuja, all state capitals, major towns and metropolitan centres (Finance, 2012; Okeke, 2012; Zenith, 2015). The bank also has branches in some African countries and the United Kingdom, with a representative office in China (Finance, 2012; Okeke, 2012; Zenith, 2015).

The bank has different departments and branches which consist of tellers/cashiers, supervisors, officers, and managers. The staff strength of the bank in 2014 was approximately 6,616 employees nationwide, and it serves over 1.6 million customers, with more than 500 branches (Finance, 2012; Okeke, 2012; Zenith, 2015).

The bank has also systematically created a strong structure of corporate governance, by ensuring that accountability, trust, integrity, openness, and the important aspect of history, as well as being responsible for the organisation's goals, are maintained (Finance, 2012; Okeke, 2012; Zenith, 2015). Zenith Bank was selected for this study because of reported negative employee-employer engagement, communication gaps observed by some of the bank's customers (Okeke, 2012) and because of the effects of the reform of the banking sector in the country.

1.4   Statement of the research problem

Research problem are challenges or issues that a researcher would like to study, which can be anything that a person finds unsuitable, an obstacle, a state of affairs that needs to be changed, or anything that is not working as well as it might (Tavakoli, 2012, p. 549). In most organisations, the internal relationship has always been between the employer and the employees, the management staff and their subordinates; while the external relationships are between the

organisation's representatives (top management staff and their subordinates) and their prospective customers (Jones & George, 2014). The internal relationship between the employer and employees can impact and determine the future of the organisation (Anyim, Ikemefuna, & Mbah, 2011; Inyang et al., 2014). The centre of attention and power has shifted from managers or leaders alone, with the focus now on the impact of the employee-management relations on organisational and employees' performance (Bolden & Kirk, 2006b; Fowler & Owiti, 2002; Kirk & Bolden, 2006). This study is concerned with looking at some of the factors that can affect the employer-employee relations, and the factors identified for this study are communication, motivation, managerial style and grievance handling.

It has been determined that the existing studies on employee-management relations have mostly been conducted in developed and developing countries; third world countries such as Nigeria have few studies conducted, if any at all. There is, therefore, a need to determine the circumstances affecting employee-management relations in third world countries. This is because there might be new discoveries which have not been identified by the previous studies conducted in the developed and developing countries of the world. In addition, some of the existing studies also adopt a documentary analysis methodology and a review of the relevant literature. This lacuna has been acknowledged as a gap in the study that the researcher needs to fill.

Labour-management relations have a major effect on employees' achievement and organisations' growth. The need for executives to acquire the right skills to engage their employees is inevitable, as it assists in improving the performance required to achieve the organisational goals and objectives (Jones & George, 2014). Additionally, the distinguishing attributes and characters possessed by mangers are important, especially when working in a team, because the lack of these attributes in the managers affects their engagement with their subordinates (Robbins & DeCenzo, 2008). In order to improve labour-management relations, "workers' participation in management should be seen as a contributing factor to efficient utilisation of human and material resources within an enterprise" (Dumebi & Aduloju, 2010, p.6).

Furthermore, good leadership should focus on developing positive attitude, commitment, high quality goods or services, trusting work relationships, and enabling environment. Although, most effort of developing leadership skills, capacity, and self-awareness through leadership education;

the aspect of transferring this skills through learning within the organisation have received inadequate attention (Bolden & Kirk, 2006a). As a result, the positive changes that happens in different organisation through the acquired leadership skills from leadership education, has been limited in many organisation (Bolden & Kirk, 2006a, p.6). Consequently, there have been lot of changes on the organisational terrain, which make it difficult for the old concepts and forms of leadership to influence the new sets of organisation positively: "new wine for new wine-skins" (Bolden & Kirk, 2006a, p.6).

The management of a company should be able to communicate the company's vision effectively and to mobilise the support of employees by endowing them with strength, unity, and direction (Bersin, 2016; Frenkel, Sanders & Bednall, 2013; Gold, Thorpe & Mumford, 2010; Robins, 2009). For the employee-employer's relationship to be cordial, there is a need for improved mechanisms for the lodging of complaints, reporting of harassment, discrimination, abuse, and bullying, irrespective of the position held by the transgressor (Grogan, 2014).

Effective communication and strong communication policies are tools that every company should have, asserts Miller (2009). Effective communication helps in forming good corporate identity and in satisfying the internal and external customers' information needs. Communication gaps within any company can create misunderstandings between the management and employees and, in turn, stultify the growth of the organisation (Miller, 2009).

In every work environment, there exists the potential for employees to become dissatisfied with diverse facets of daily work, including the managers' attitudes, company policy, work environment, co-workers' attitudes or behaviour, job contract issues, union recognition, and wage adjustment policies (Walker & Hamilton, 2011). The researcher's concern for this study is that these grievances may negatively affect the employees, management, and the whole organisation if they are not dealt with correctly. This can lead to low employee productivity, wastage of human and material resources, an increase in employee turnover, habitual absence from work, and a reduction in employees' morale (Walker & Hamilton, 2011). Good grievance-handling can be a key to good labour management relations in any organisation.

1.5 Research questions

The study seeks to deal with the research questions below:

1.5.1 How does effective communication impact on the relationship between the management and employees of Zenith Bank Plc.?

1.5.2 What role does motivation play in the relationship between the management and employees of Zenith Bank Plc.?

1.5.3 How does managerial style affect the employee motivation in this bank?

1.5.4 Are the employees of Zenith Bank Plc. satisfied with the manner in which grievances are dealt with?

1.6 Research objectives

The study seeks to achieve the objectives below:

1.6.1 To determine how effective communication impacts on the relationship between the management and employees of Zenith Bank Plc.

1.6.2 To examine what role motivation plays on the relationship between the management and employees of Zenith Bank Plc.

1.6.3 To explore how managerial style affects employees' motivation in this bank.

1.6.4 To examine whether the employees of Zenith Bank Plc. are satisfied with the manner in which grievances are handled.

1.7 Research hypotheses

The following hypotheses have been formulated for the study. They consist of null and alternative hypotheses:

H_0 – Communication has no significant effect on employee-management relations.

H_1 – Communication has a significant effect on employee-management relations.

H_0 - Motivation has no significant effect on employee-management relations.

H_1 – Motivation has a significant effect on employee-management relations.

H_0 – Managerial style has no important effect on employees' motivation.

H_1– Managerial style has an important effect on employees' motivation.

H_0 - Grievance handling has no notable effect on employee satisfaction.

H_1- Grievance handling has a notable effect on employee satisfaction.

1.8 Research methodology

The main reason for this research is to analyse the relationship between the management and employees of Zenith Bank Plc. in Lagos, Nigeria.

The data used in this study is derived from the major sources of data generation, which are 'primary sources' and 'secondary sources'. The main sources (primary) include information gathered through observations and questionnaires, while the secondary sources include newspapers, journals, magazines, unpublished theses, textbooks, and database information on the internet.

A quantitative approach is used in this study, to ascertain the possibility of a relationship between the controlled (independent) variable and some attribute of the participants (dependent variable) in the research (Tavakoli, 2012, p.508). It is used to "eliminate any individual-based subjectivity from various phases of the research process by developing systematic canons and rules for every facet of data collection and analysis" (Tavakoli, 2012, p.516). Simple random sampling falls under probability sampling and it is used for this study, which focuses on assessing four variables of employee-management relations namely, communication, grievance handling, managerial style and employee's motivation in Zenith Bank Plc. in Lagos, Nigeria. Questionnaires were administered to selected staff in Zenith Bank Plc. in Lagos, Nigeria. Chapter three of this dissertation provides a more comprehensive discussion of the methodology used in this study.

1.9 Scope and justification of study

The study examines the relationship between the management and the employees of Zenith Bank Plc. in Lagos, Nigeria. The study investigates the influence of the managerial style in this bank on the motivation of its employees. It also highlights the problems encountered during management and labour dealings and proposes better solutions to the problems identified. Most management sectors of organisations have not maximised the benefits of good labour-management relations in achieving their organisational goals and objectives (Birkinshaw, 2010; Dumebi & Aduloju, 2010; Jones & George, 2014; Robbins & DeCenzo, 2008). In the study entitled '*Labour Management Relations in the Banking Industry*', the measurement of the labour-management relationship was only based on the perceptions of the supervisory staff of different banks (Sharma, 1983). 31 banks were represented, but the 55 respondents who

participated in the study were all supervisors. This shows that the management staff and the subordinate staff were not represented in the study, and this might have affected the outcome and the validity of the study. The present study was therefore conducted to fill this gap identified in Sharma's (1983) study.

Management seeks to increase their profitability through the employees' continuous growth in productivity, but they tend to neglect how managerial style, motivation, communication, grievance handling, self-interest, incentives, risk-aversion, type of contracts, sense of belonging and the employees' well-being can impact on the entire effectiveness of the organisation (Jones & George, 2014). This study desires to build on Sharma's study by contributing to the existing knowledge on the employee-management relations in banks.

1.10 Significance of the study

This research is important because employee-management relations form the backbone of the business world and, without good labour-management relations, employee productivity will lower and employee turnover will increase. A good employee-management relationship reduces the wastage of human, material, and machine resources while increasing the productivity level of each employee. The achievement of most organisational goals and objectives can literally depend on whether the available human and material resources are managed effectively or not (Jones & George, 2014).

Few studies have been undertaken on employee-management relations in the Nigerian banking sector because of time, limited access to respondents, authorisation lacking for data collection and the financial resources needed for thorough studies (Inyang, Enuoh, & Ekpenyong, 2014). Furthermore, this financial sector is one of the key contributors to the economy of the country and good employee-management relations in this sector will improve the total performance of the employees and the organisation. Some of the banks in Nigeria impose upon their employees a rigorous and substantial deposit target (deposit mobilisation of new customers) set by the bank (Inyang et al., 2014). The stress of trying to attain this target has had negative effects on employees' private lives, their social and economic lives and on their health (Anyim, Ikemefuna, & Mbah, 2011; Inyang et al., 2014).

Banks tend to give more priority to their customers' and shareholders' satisfaction while neglecting good relations with their employees (Inyang et al., 2014). There is thus a dire need

to study the employee-management relations in the Zenith Bank Plc. to determine the factors affecting this relationship and to propose solutions.

The findings of this study will be useful for both labour and management in the banking sector and other industries. It will provide useful information for the development of better relationships between management and employees and will enable the fostering of speedy organisational growth. The outcome of this study will provide a basis for further studies in management and labour dealings in the bank and in other sectors.

1.11 Definition of related terms

Communication: "Communication entails the activity of creating or distributing the interpretation of informal speech, the interaction of group or public speaking" (Verderber & Verderber, 2005, p.4). The communication process refers to an on-going and ever-changing exchange of information and feelings, while the systemic aspect happens in a reciprocal structured segment that has an effect on one another (Wood, 2002, p.28).

Employer: An employer is a person or organisation that takes in workers to carry out a designated assignment or duties in exchange for remuneration or wages (Jones & George, 2014).

Employee: "An employee is defined in the Basic Conditions of employment act (BCEA) and Labour Relations Act (LRA) as any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any remuneration; and also any other person who in any manner assists in carrying on or conducting the business of an employer" (Cassim, 2011, p.753; Craythorne, 2006, p.376; Grogan, 2009, p.16).

Grievance: Any complaint, dissatisfaction, feelings of injustice or resentment against a person or firm that is officially submitted to a management spokesperson (Fitzpatrick, 2006).

Leadership: Leadership is the way in which a person influences and stirs members of an organisation to achieve the same corporate goals (Jones & George, 2014, p.436). Leadership procedure entails altering the actions or behaviour of organisational members (Jones & George, 2014).

Leadership style: It is the way and method of directing, motivating, and influencing people in organisation (Jones & George, 2014, p.436).

Managers: Managers are the people who embrace the burden of overseeing and maximising the human and other resources available at their disposal to achieve organisation's goals (Jones & George, 2014, p.29). A manager is a person who controls the available resources and expenditure in achieving the goals and objectives of an organisation.

Management: "It is the act of planning, organising, leading, and controlling of human and other resources to achieve organisational goals efficiently and effectively"(Jones & George, 2014, p.5). Management also refers to the people in charge of running and directing business activities.

Motivation: "Motivation is the inner force that drives individuals to accomplish personal and organisational goals" (Jones & George, 2014, p.170).

Organisational culture: "Is the shared experiences, stories, belief and norms that characterise an organisation" (Jones & George, 2014, p.345). These result in rites: the routines, rituals and acceptable ways of doing things. Every organisation has its own typical culture that separates that organisation from others.

Relations: This refers to the mutual dealings of people or groups in a firm or society.

1.12 Ethical considerations

Christensen (2007) indicates that ethical concepts are of great importance to the research initiative because they guard against abuse during the study and therefore they determine the commitment or duty of the researcher.

In this study, the respondents' participation was voluntary and the informed consent of the respondents was sought after providing them with adequate knowledge of the study. The respondents were free to opt out of the study before, during or after their initial participation. The respondents' information was used to compare groups of respondents when analysing data.

Confidentiality of the respondents was observed and all necessary identifying information removed so that the responses could not be identified with any individual.

1.13   Limitations of the study

This study focused only on the banking sector, which is part of many other thriving sectors in Nigeria. The study has been limited to the banking sector, but other organisations operating in different industries could be covered with the same research objectives and questions in mind. There are other sectors that should be considered for studies, for example, the oil and gas sector; the manufacturing industry; the aviation sector; the maritime sector; agricultural industries; metals and mining; the insurance sector and the health sector. This limits the generalisation of the results generated because they might not truly represent other sectors in the country.

Finances, time constraints, distance and poor responses from respondents limited the study. In the process of data collection, some of the bank officials were unwilling to disclose vital information due to the company's privacy and confidentiality rules. To overcome the distance factor, the Allen Avenue branch, the Alausa branch, the Berger branch, the Marina branch, the Maryland branch and the Ojota branch of Zenith Bank Plc. in Lagos were selected to reduce research costs and to maximise the available time in this personally funded study.

An effort was made to inform and encourage the respondents to foresee the advantages of good participation and the possible outcome of the study on management, labour, and the entire Nigerian economy. This was done by sending emails to the heads of each branch selected for the study. The effort to inform the respondents help in motivating them to sincerely participate in the study.

1.14   Chapter outlined of the study

This study is divided into five chapters. The following are the chapter outlines:

Chapter 1: Deals with the general introduction: This chapter includes a background of the study, the research problem statement, the study aims and objectives, the research questions for the study, the hypotheses and methodology, the justification of the study, the ethical considerations, the limitations of the study, the significance of the study and definitions of terms.

Chapter 2: Relates to the literature review. This chapter focuses on identifying and acknowledging studies that have been conducted which are related to the research problem; critically analysing the existing literature with the objective of revealing contributions, weaknesses, definitions of key concepts and identifying relevant theories to explain the research problem.

Chapter 3: This chapter deals with the research methodology. It includes the research method, research design, research approach, research setting, the method of data analysis employed, sample and sample size, target population, accessible population, pilot testing, the sources of data, questionnaire construction, variables, validity, and reliability.

Chapter 4: This chapter focuses on the hypothesis testing, general description of the research data, data analysis and interpretation of the results.

Chapter 5: This chapter sets out the findings' summary, the conclusion and recommendations.

1.15 Summary

This chapter provides the reasons why the employee-management relationship in different organisations needs more attention. This relationship stresses the need for a change in orientation of leaders, a better understanding of leadership, good governance, the impact of leadership style, the need for good communication and motivation and the need for professionalism in handling grievance issues. As has been stated in this chapter, the achievement of most organisational goals and objectives depends on whether the available human and material resources are being managed effectively or not. There is a need to examine how to maximise the benefit of good employee-management relations in attaining the organisation's vision. The study objectives focus mainly on the effect of the communication practices that exist in the Zenith Bank Plc. employee-management relations, the effect of motivation on employee-management relations, managerial style's impact on employees' motivation and grievance-handling's effect on the employees' satisfaction. Ethical issues and the study limitations are also examined in this section of the study. In the next chapter, relevant literature related to employee-management relations will be examined.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

There is no doubt that the review of relevant literature before carrying out any study is essential. This chapter focuses on examining and reviewing the relevant studies that are related to employee-management relations; covering the aspects of communication, motivation, managerial style and grievance handling. The gaps or contributions of the relevant studies used for this research are highlighted in this chapter.

2.2 Employee-management relations

According to Von Otter (2007), the term 'employee-management' relates to the management of employees using rules and regulations that regularise employment. It also covers the establishment and implementation of management decisions and their effect on the interests and needs of both employees and employers (Von Otter, 2007). "Relationship building between employees and management is the key to achieving successful industrial relations" (Ghosh, Rai, Joshi, & Singh, 2014, p.154).

Kagaari, Munene, & Ntayi (2013) have shown in their study the need and importance for an improved relationship between employer and employees. Their study attempts to determine whether better employment relationships will produce and guarantee effective service delivery in the public universities in Uganda (Kagaari et al., 2013). The study focuses on the reasons behind the managers' attitudes of not paying enough attention to the needs of the employees, and the outcome of the study shows the need to create and develop a cooperative working environment that allows and encourages quality employer-employee communication. The creation of an enabling work climate that allows harmonious coexistence is thus important for good employee-employer relations (Kagaari et al., 2013).

Uninterrupted organisational success will depend on the capacity of a manager to delegate jobs to others properly, to handle conflicts, to satisfy the needs of customers and to produce an effective, smooth operation (Jones & George, 2014). The manager should also employ skilled staff who are goal oriented team players, and provide the required training for excellent performance.

Previous research such as in '*Leadership styles: The managerial challenges in emerging economics*' by Kurfi (2009) has shown the effect of poor management on employees' performance, which can lead to dysfunctional outcomes and a negative impact on the organisation (Kurfi, 2009). The study show that managers who communicate poorly with their workers tend to create confusion and their employees tend to guess what they are supposed to do; which they might get wrong. Furthermore, the study show that poor management affects efficiency and return on investment; because of the employees' dissatisfaction concerning the management style, their energy level tends to reduce when doing their jobs and they do not bother about their job performance (Kurf, 2009).

Barnard's (1938) Acceptance Theory of Authority (as cited in Collett & Furnham, 2013, p.69; Hollander, 1978, p.47; Nyberg, 2005, p.23; Srithongrung, 2011, p.379) states that:

> "Workers have an essential part in deciding the level of an order; whether the order is authoritative or not, in as much it is being understood; and does not contradict or affect individual or organisational goals; having the capacity to adhere to it, and attracting more benefit than the price of adhering to it, and still being loyal to the organisation".

A manager's authority depends on his or her subordinate's acceptance of his or her prerogative to give orders and to expect a subordinate's conformity with the orders (Nyberg, 2005). Philology supports this tentative analysis; for the word 'authority' is derived from 'auctor' and 'autoritas', which refers to a producing, investing or cause in the sphere of opinion, counsel or command (Peters, 2015). Authority is the capacity to choose actions that affect some part or the whole organisation. Merriam-Webster (2014) defines authority as the power to influence or command thought, opinion, or behaviour.

The uncertainty of events created by globalisation and endless changing circumstances such as disruptive new technologies, organisational design, highly transparent company culture, re-imagined new employment contracts, and the gig economy (temporary position and short engagement) pose a problem to employee-management relations (Bersin, 2016). These kinds of challenges are revealed in an unstable system, because of the economy of the nation or because of ineffective management policies. The uncertainty of events can be managed with different measures or controls put in place by management, and the employees may experience difficulty adapting to and accepting continuous changes, however, these problems can be overcome if

management has a good understanding of change management (Bersin, 2016; Jones & George, 2014).

Tsai (2011) conducted a study on the '*Relationship between organisational culture, leadership behaviour and job satisfaction*', where it was revealed that organisational culture determines the work environment's climate and whether it is a happy environment or a healthy work environment, and the acceptance of the culture influences the employees' behaviour and attitude to work. Tsai's study shows that good interaction between management and employees makes way for a greater contribution to team communication and cooperation (Tsai, 2011). The author also reveals that culture has a way of affecting the behaviour of managers and that this behaviour has a way of affecting the relationship between management and employees. In addition, managers who are supportive share values, believe in a balance of authority and give room for open debate with their subordinates, thus reducing internal conflicts (Tsai, 2011).

Eagly, Johannesen-Schmidt and van Engen (as cited in Nyberg, Bernin & Theorell, 2005, p.15) state that "a meta-analysis of 45 studies of transformational, transactional, and *laissez-faire* managerial styles reveals some differences between female and male managers. Female managers [are] more transformational than male managers and also engaged in more of the contingent reward behaviour that is more of a component of transactional leadership"; whereas "Male managers [are] generally likely to exhibit the other facets of transactional leadership (active and passive management by exception) and *laissez-faire* leadership" (Eagly, Johannesen-Schmidt, & van Engen, 2003; Nyberg, Bernin, & Theorell, 2005, p.15). It was further determined that the characteristics of both genders in leadership style can affect the employee-employer relationship and can affect the achievement of the organisation's objectives. Management needs to work on any weak points discovered with each leadership style that appeases each gender in leadership, and this can be achieved through critical studies of these differences, to foster good employee-employer relationships and organisational growth.

Lojpur Aleksic, Vlahovic, Pejic Bach and Pekovic (2015) conducted a study entitled '*Examining the determinants of leadership style among Montenegrin managers*' and tried to analyse if the determinant of a leader's leadership style is due to personal or organisational characteristics (Lojpur, Aleksić, Vlahović, Pejić Bach, & Peković, 2015). They found that the demographic peculiarities of age, gender and education do not affect the choice of leadership style, and posit that internal characteristics such as the ranked level, managerial orientation to the job, and the

decision-making environment are connected with the choice of leadership style (Lojpur et al., 2015). Their study supports the notion that situations in which managers work and external forces influence the choice of leadership style, and that a democratic leadership style enhances the employer-employee relationship (Lojpur et al., 2015). This study is contrary to those of Eagly et al. (2003) and Nyberg et al. (2005), who found gender differences in the leadership style adopted as one of the characteristics that influence leadership style choice. There is thus a need to conduct more studies on the determinant of leadership in other countries on each continent, to see if national culture affects the different gender's leadership style choices.

Igo and Skitmore (2005) conducted a study entitled '*Diagnosing the organisational culture of an Australian engineering consultancy*' in which they postulate that satisfaction of the continuously changing needs of personnel, clients, owners and the entire society is a prerequisite for the success of any commercial establishment (Deal & Kennedy, 2000; Igo & Skitmore, 2006; Silverzweig & Allen, 1976). Continuous change in the needs of customers, employees, employers and the entire society has a way of affecting the relationship between labour and management. There is thus a need for employers to consider and focus on the needs of their employees before taking the final steps in meeting their own needs. The consideration of the employees' needs will help in creating the right balance needed. A good understanding of the employers and the employees' *personas* is regarded as necessary by (Igo & Skitmore, 2006).

"This *persona* is the image or character which an organisation presents [of] itself, and the way in which it is recognised by its external environment and its internal members is commonly referred to as its corporate culture" attest (Igo & Skitmore, 2006, p.122). Igo & Skitmore from the outcome of their study posit that organisations will gain a lot from the growth of management patterns that build in-depth relations that are different from the usual ones in today's industry.

Bolden and Kirk (2006) posit that, despite leadership popularity, investment in the leadership development of most organisations has not been encouraging. They argue that the problem with the leaders' performance is the wrong notion that people have about leadership, namely that 'leadership is all about the leader' (Bolden & Kirk, 2006a, p.2). Bolden and Kirk (2006a) explain that systemic or collective leadership is illustrated when people connected with company's duty accept their positions and relate with one another in quest of the same company goals (Bolden & Kirk, 2006a, p.2).

Bolden and Kirk (2006b) explain that managers can improve the quality of their relationship with the employees by shifting their focus beyond reactions to ethics and values, interactions with inputs and outputs, the collective character of the individual and performance to achieve their ultimate purpose.

Bolden and Kirk (2005) explored leadership in Africa and discovered that leadership is the bond that holds people and communities together, but which cannot easily be noticed by people (Bolden & Kirk, 2005; Haruna, 2009). They noted that leadership in Africa is characterised by 'quiet leadership', 'servant leadership' and 'distributed leadership'. They explained that, even though the continent is plagued with many challenges, the masses are inspired by the joint effort of distinguished individuals who are supported to take up their leadership roles (Bolden & Kirk, 2005). Bolden and Kirk (2006b) add that the ideology of people is based on the presupposition that leadership is rooted in the values of the society in which it occurs (Kirk and Bolden 2006b).

On the application of leadership in Africa, Bolden and Kirk (2006) observed that leaders begin with acceptance of their roles and with taking up their leadership roles within their community (or social) context (Bolden & Kirk, 2006a, p. 10; 2006b; Kirk & Bolden, 2006). "The concept of 'self in community' is an essential building-block of shared or distributed leadership translated to moving away from the abstract, diffuse and distant representations to perceptiveness of how humans relate together within a social surrounding" (Bolden & Kirk, 2006a, p.10). This view does not symbolise bringing back the psychological theories of leadership such as observational learning, identification with the team, the situational approach of representing the team and transmitted behaviours, but recognises the importance of realising one's position within a social system and the chances created for taking up leadership roles (Kirk & Bolden, 2006).

Fowler and Owiti (2002) carried out a pre-experimental study on the '*Determinants of civil leadership in Africa*', focusing on Non-Governmental Development Organisations in Kenya (NGDOs) to determine those components that enable leaders to lead their establishment in a successful manner. Fowler and Owiti (2002) observed that when leaders have a bigger picture of the future, it reflects in all their dealings as it enables them to show their aims, objectives and a picture of where they are going to their followers in a clear manner. Fowler & Owiti (2002) also state that from an administrative point of view, a good leader has to be one who is a team player

and consultative, as this opens up channels of communication between the leader and their subordinates or followers, adding that in addition to these leadership qualities, motivation and training are also essential for the effective performance of their employees.

According to Ninalowo (1996), the socio-economic empowerment of employees is a reward and incentive structure that enhances or promotes the possibilities for employees to fulfil their basic need for housing, nutrition, health, transportation, etc. Ninalowo (1996) further states that the fulfilment of workers' needs through the instrumentality of the work organisation is an important incentive for labour productivity. These statements back up the various definitions of scholars on workers' empowerment through the implementation of organisational policies which are aimed at motivating and improving employee performance and achieving organisational goals. The inability of management to meet the socio-economic needs of workers could lead to labour-management conflict (Anyim et al., 2011).

Some scholars (such as Ghosh, 2014; Gold, 2010; and Dumebi 2010) argue that participation in management will enhance a harmonious relationship between labour and management. This kind of style involves management including one or more employees in their decision-making process. There are various perspectives from which the association between employee-management and corporate governance can be examined.

2.3 Integrating good communication into the organisation

According to Robbins and DeCenzo (2008, p.324), all the activities of a manager involves communication and on this basis, effective communication is important for managers and the need for it cannot be ignored. A manager cannot make decisions or develop strategies without the availability of information, and this information has to be communicated before and after the decision has been made, (Robbins & DeCenzo, 2008, p.324). Although communication is the core of business activities, yet poor communication is an enormous problem in business and can lead to poor performance, low self-esteem and mood, increase employees' turnover, create immense problem for individuals and business (Boyes, 2010, p.8).

Integrating good or effective communication comes from having a deep understanding of communication and how it works. Maximal functioning of any organisation depends on effective communication because the interaction between management and employees can determine the

growth of any organisation (Dumebi & Aduloju, 2010). According to Duck and McMahan (2010, p.23), communication comprises of the way we speak, approach to body language in expressing nonverbal message, voice tone, body posture, and facial countenance. The understanding and the usage of this communication make-up promotes effective communication and good relationship within an organisation (Duck & McMahan, 2010, p.23).

The concept of communication is a vital one for any organisation, be it a private or public organisation, big or small, and irrespective of its nature, orientation or objective (Omolaja, 2004). Katz and Kahn (as cited in Dumebi & Aduloju, 2010, p.1) state that "communication is the exchange of information and the transmission of meaning" and Myers and Myers (as cited in Dumebi & Aduloju, 2010, p.1) add that communication is a transactional process where people construct meaning and develop expectations about things happening around them through the exchange of symbols.

According to Wood (2002, p.15), communication is a precise way in which people reach out to each other either through symbols or signs, in order to explain the meaning of a message. Communication is also a method of disseminating information from one person to another or from one place to another, according to (Omolaja, 2004). In other words, "communication is the process of creating, transmitting and interpreting ideas, facts, opinions and feelings" (Omolaja, 2004, p.52).

According to Duck and McMahan (2010, p.22), communication is the use of signs and symbols, influences, directed and understood in the context of relationships, a vehicle that conveys relevant information needed in decisions making, and a prerequisite for the implementation of decisions, a tool that help people in understanding their world.

Verderber and Verderber (2005, p.4) claim that communication is the way of distributing message interpretation in straightforward speech, formal interaction, and public or group conversation. The elements of the communication system are context, participants, information, routes, noise, and assessment or feedback (Verderber & Verderber, 2005), and communication helps people in conveying their needs, maintaining and building up sense of self, boosting relationship, achieving social commitment, and impacting others (Verderber & Verderber, 2005, p.12).

"Communication and relationships are processes that works together; it is not just creating sound through the vocal cords, but speaking into relationships, and it can involves conversation with best friend about intimate issues, oral presentation to strangers or in public, and signalling participation and sense of belonging with fellow citizen by honouring the flag" (Duck & McMahan, 2010, p.24).

According to Boyes (2010, p.11), good communication helps in avoiding expressing inconsistent or unclear messages, ideas, feelings, instructions and being misunderstood, adding that real communication is the message the other person picks up.

2.3.1 Communication's role in employee-management relations

The role of communication is to influence people's action, behaviour and to effect changes towards the growth of an organisation (Dumebi & Aduloju, 2010). Communication is an important tool or mechanism that creates mutual understanding between the management and employees in any organisation.

Dumebi & Aduloja provide that:
"Communication serves two key roles for management; it provides a vehicle by which a person can implement a plan of action co-ordinated towards a common goal, and a means by which members of an organisation can be motivated to carry out plans willingly and with enthusiasm" (Dumebi & Aduloju, 2010, p.1).

Frenkel, Sanders and Bednall (2013) in their study use a relational way to examine how the employee's viewpoints affect their affairs with three types of managers, namely senior, line and human resources managers; and how these perceptions and relationships are connected to their job satisfaction and their motive of quitting (Frenkel, Sanders, & Bedhall, 2013). They discovered that organisations with high-frequency communication between Human Resources (HR) and line managers have a strong relationship and deem employee relationships with these three categories to be critical, placing emphasis on the importance of differentiating between the categories of management (Frenkel, Sanders, & Bedhall, 2013). The outcomes of their study show that employees who believe they receive a high degree of help from their senior management and line managers enjoy a higher level of work satisfaction, with a lower level of intention to quit (Frenkel, Sanders, & Bednall, 2013).

Figure 2.3.1 The communication process
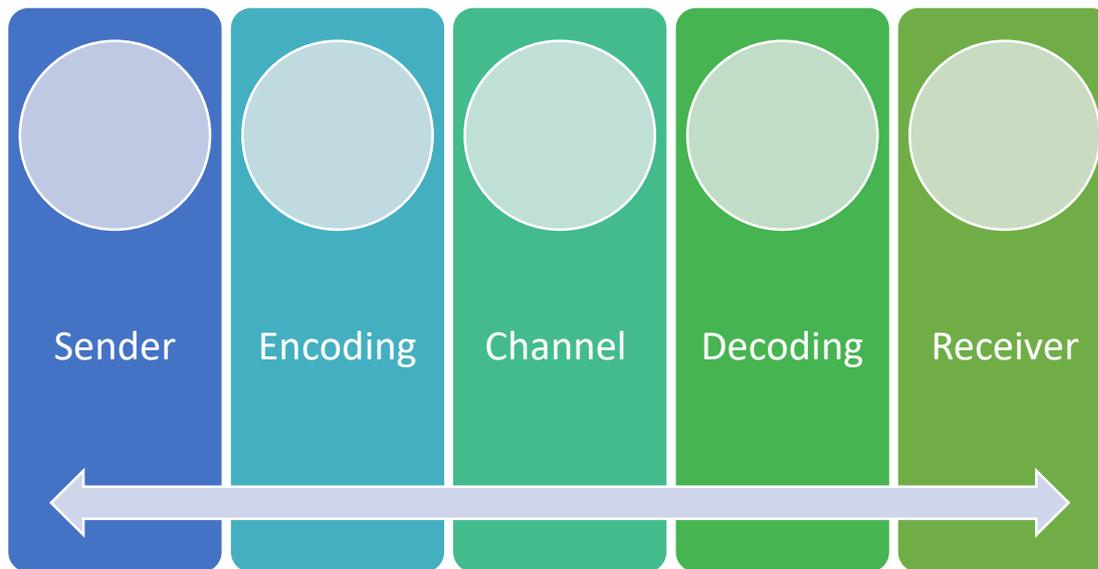
Source: Robbins and DeCenzo (2008, p. 324)

The communication process starts with the first party putting together a message, which he or she sends to the second party who interprets it and decides to either respond or ignore the message (Robbins & DeCenzo, 2008, p.323). Communication is considered effective when the intention of the decoder agrees with the interpretation of the decoder (Robbins & DeCenzo, 2008; Verderber & Verderber, 2005). A decoder is the recipient of the message sent by the encoder; a decoder could be the listener or the reader (Robbins & DeCenzo, p.323). Communication plays major roles in fostering good employee-employer relations in an organisation. Figure 2.3.1 above sets out the communication process that is generally followed.

The sender in respect of the above figure is the person who wants to convey a message to the other party. Encoding occurs when the information is converted into a form of code ready to be transferred to the other party. A code can be described as a system of words, letters or signs which are used to represent a message (Robbins & DeCenzo, 2008, p.324). The channel is the medium or symbol used in conveying the message to the other party (Robbins & DeCenzo, 2008, p.324). Three channels that are identified include the spoken, the written and the extra-lingual communication (Robbins & DeCenzo, 2008, p.324). Decoding is the next step in the communication process and involves the interpreting of the message received from the sender or encoder (Robbins & DeCenzo, 2008). Lastly, the receiver is the person to whom the information is being sent (Robbins & DeCenzo, 2008; Verderber & Verderber, 2005). Thus the above process leads to effective communication in the workplace between managers and employees.

2.4 Motivation

Academic theories of motivation can readily be traced back to the well-known ideas of Elton Mayo, Abraham Maslow, Douglas McGregor, and others (O'Connor & Sandis, 2010). Motivation has become something of a vogue word in management, and a great number of research have been conducted to identify the things that control people to act in peculiar ways (Margerison, 1980).

Dancy (as cited in O'Connor and Sandis, 2010), on the other hand, claims that motivations are not psychological states at all, but are rather facts or considerations. Dancy's choice of which facts or considerations constitute these motivations is mediated by his knowledge of the psychology of the agent (O'Connor & Sandis, 2010). The Humean Theory of Motivation, named after Scottish philosopher David Hume, is a theory about the nature of the psychological state that constitutes motivations (Hume, as cited in (O'Connor & Sandis, 2010, p.153).

According to Birkinshaw (2010, p.149), motivation is the inner subjective status that influence people's action and direction. "In the context of business, it is what drives an individual to spend time and energy on a particular task or goal" (Birkinshaw, 2010, p.149). Birkinshaw (2010, p.149) adds that researchers have taken two paths: the spotlight of some are on the employees' hidden needs and wants, while others targeted the forces that trigger or inspire people to work harder. There are two general types of motivation, which are *intrinsic* and *extrinsic* motivation (Ryan & Deci, 2000, p.2). "*Intrinsic* motivation comes from doing something because it is inherently interesting for example, playing the piano, walking in the countryside, or solving a puzzle, while *extrinsic* motivation comes from doing something because it leads to a separable outcome" (Ryan & Deci, 2000, p. 2). "Money is the most obvious example, but coercion and threat of punishment are also common extrinsic motivators" (Abdullah, 2017, p.136; Kreitner & Kinicki 2008; Robbins, Judge, Millett, & Waters-Marsh, 2008).

2.4.1 Motivation theories

In the early 1940s and 1950s, three specific theories were formulated but were heavily criticised. These theories are the *Hierarchy of Needs Theory*, *Theories X and Y* and *the Motivation-Hygiene Theory* (Robbins, 2009; Robbins & DeCenzo, 2008). A hierarchy of needs is the arrangement of needs in a pecking order. Abraham Maslow and others applied the Hierarchy of Needs Theory

broadly to organisational behaviour, and it serves as a pattern of human relations in perspective to organisations and management (Miller, 2009, p. 142; Robbins & DeCenzo, 2008).

Abraham Maslow suggests that all people are motivated by five basic kinds of need which are: "Physiological needs, safety needs, belongingness needs, esteem needs and self-actualisation needs" (Jones & George, 2014, p. 412; Miller, 2009, p.143; Robbins & DeCenzo, 2008, p.267). "Maslow argue[s] that these bottom level needs have to be met before proceeding to satisfy those needs at the higher level of the hierarchy" (Jones & George, 2014, p.412). According to Robbins and DeCenzo (2008 p.267), in order to motivate someone there is a need for an understanding of the level at which the person is, and a having a spotlight on satisfying the needs at or above original position.

A crucial point of this theory is that a satisfied need ceases to motivate, and is built on the premise that people have a need to grow and develop (Abdullah, 2017; Ashiru, 2004). This assumption may be true for some employees, but not for others, because its founder did not scientifically test it (Abdullah, 2017; Ashiru, 2004). Nevertheless, an unsatisfied need can cause frustration, dissatisfaction, and stress (Abdullah, 2017; Ashiru, 2004).

Figure 2.4.1 Maslow's hierarchy of needs
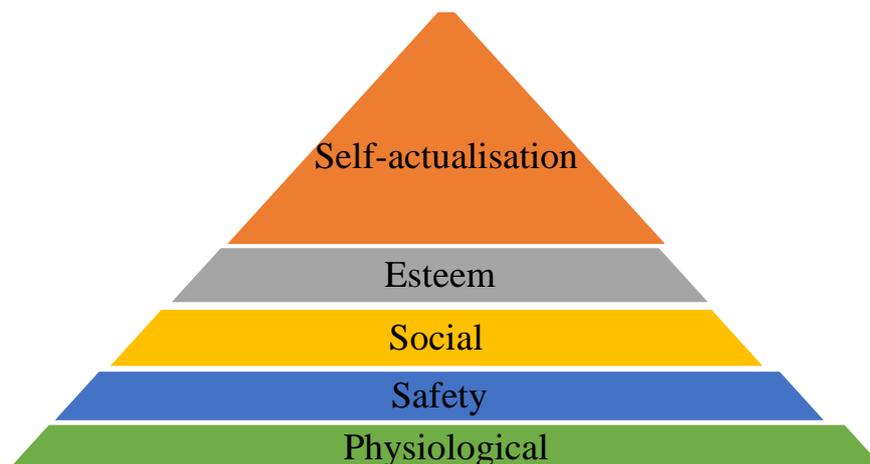
Source: Robbins & DeCenzo (2008 p.267).

Miller (2009) and Robbins & DeCenzo (2008) explain Maslow's Hierarchy of Needs set out in Figure 2.4.1 above as follows:

- *Physiological needs* refer to the needs of the human body such as food, drink, sleep, sensory gratification, shelter, sexual satisfaction and other bodily requirements (Jones & George, 2014; Miller, 2009; Robbins & DeCenzo, 2008). According to Miller & Barbour (2014, p. 41), "looking at these needs from an organisational context includes the provision of a living wage that allows individuals to buy adequate food and clothing and through physical working conditions that do not violate the physical requirements of the human body" (Miller & Barbour, 2014, p.41; Miller, 2009, p.39).

- *Safety needs* refer to the desire to be free from danger, with security, stability, and protection from physical and emotional harm (Jones & George, 2014; Miller, 2009; Robbins & DeCenzo, 2008). According to Miller & Barbour (2014), in "the organisational context, these needs can, again, be satisfied through wages that allow employees to procure shelter against the elements, and through working conditions that are protective and healthy" (Miller & Barbour, p.41; Miller, 2009, p.39).

- *Social needs* refer to the essential of giving and receiving human kindness, belongingness, acceptance, friendship, love and regard (Jones & George, 2014; Miller, 2009; Robbins & DeCenzo, 2008). According to Miller (2009 p.39), this can be satisfied through the establishment of social relationships with co-workers and managers within the work environment.

- *Esteem needs* refer to the desire of individuals to feel a sense of achievement, accomplishment, self-respect, recognition, autonomy, status, and attention (Jones & George, 2014; Miller, 2009; Robbins & DeCenzo, 2008). The esteem needs can be met by compensation, reward structures and challenging jobs that provide employees with the opportunity to achieve and excel (Miller & Barbour, 2014, p.41; Miller, 2009, p.39).

- *Self-actualisation needs* refer to the desire for growth, achieving one's potential, self-fulfilment and to "become more and more what one is, to become everything that one is capable of becoming" (Jones & George, 2014, p.413; Maslow, 1954, p.382; Miller, 2009, p.40; Robbins & DeCenzo, 2008).

According to Robbins and DeCenzo (2008, p.266), "research does not generally validate Maslow's hierarchy of needs theory because Maslow provided no empirical substantiation for his theory, and several studies that sought to validate it found no support for it". According to Jones and George (2014, p.412), research does not support Maslow's contention that there is a need for hierarchy or his notion that only one level of needs is motivational at a time. Nevertheless, people still try to satisfy different needs at work that are present in this hierarchy

of needs. Maslow's theory is nevertheless still relevant to this study because of its managerial implications. Society is diverse and employees all have different needs and may require different things to stay motivated, because it is possible for a satisfied need to lose its motivational potential. Managers therefore need to strategise on satisfying emerging or unmet needs to ensure a successful business (Jones & George, 2014).

According to Miller & Barbour (2014, p.41), "Maslow's Hierarchy of Needs theory is critical in its provision of a clear example of human relations principles and their possible application to the organisational context", but "managers must realise that citizens from different countries differ in their needs".

Douglas McGregor proposes "two distinct views of the nature of human beings: A negative view, labelled Theory X, and a positive view, labelled Theory Y" (Robbins 2009, p.146). This classical approach emphasises the need for well-established lines of authority, detail jobs description, and fixed duties (Ashiru, 2004, p.54; Miller, 2009, p.40), and "Theory X and Theory Y represent the divergent assumptions that managers have in mind about organisational functioning" (Miller, 2009, p.40).

The Theory X assumption states that: "The average person has an inherent dislike for work and will avoid it if he can; because of this human characteristic of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort toward the achievement of an organisation's objectives; and the average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all" (Daft, 2014, p.113).

The Theory Y assumption indicates that:
"The expenditure of physical and mental effort in work is as natural as play or rest; man will exercise self-direction and self-control in the service of objectives to which he is committed; commitment to objectives is a function of the rewards associated with achievement; the average person learns under proper conditions, not only to accept but also to seek responsibility; the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in organisation is widely, not narrowly, distributed in the population" (Ashiru, 2004, p.56; Miller & Barbour, 2014, p.43; McGregor, 1960, pp.47-48).

According to Robbins and DeCenzo (2008, p.267):

"Theory X presume that physiological and safety needs control the individual, while Theory Y infer that social and esteem needs are prevailing. Theory X managers assume that a strong and forceful hand is essential for harnessing the efforts of basically unmotivated workers, whilst Theory Y managers assume that workers are highly motivated to satisfy achievement and self-actualisation needs and that the job of the manager is to bring out the natural tendencies of these intelligent and motivated workers".

Robbins and DeCenzo (2008, p.268) state that "no research evidence confirms that either set of assumptions is valid, or that accepting Theory Y assumptions and altering one's actions accordingly will make one's employees more motivated" . According to Robbins and DeCenzo (2008, p.268), some effective managers do make Theory X assumptions, for example, when Bob McCurry was vice-president of Toyota's U.S. marketing operations, he essentially followed Theory X by driving his staff hard and used a 'crack the whip' style, yet he was extremely successful at increasing Toyota's market share in a highly competitive environment (Robbins & DeCenzo, 2008, p.268).

Figure 2.4.2 Herzberg's motivation-hygiene theory

Motivators
Achivement
Recognition
Work itself
Responsibilty
Advancement
Growth
•Extremely Satisfied

•Neutral

Hygiene Factors
Supervision
Company policy
Relatioship with supervisor
Working conditions
Salary
Relationship with peers
Personal life
Relationship with employee
•Extremely Dissatisfied
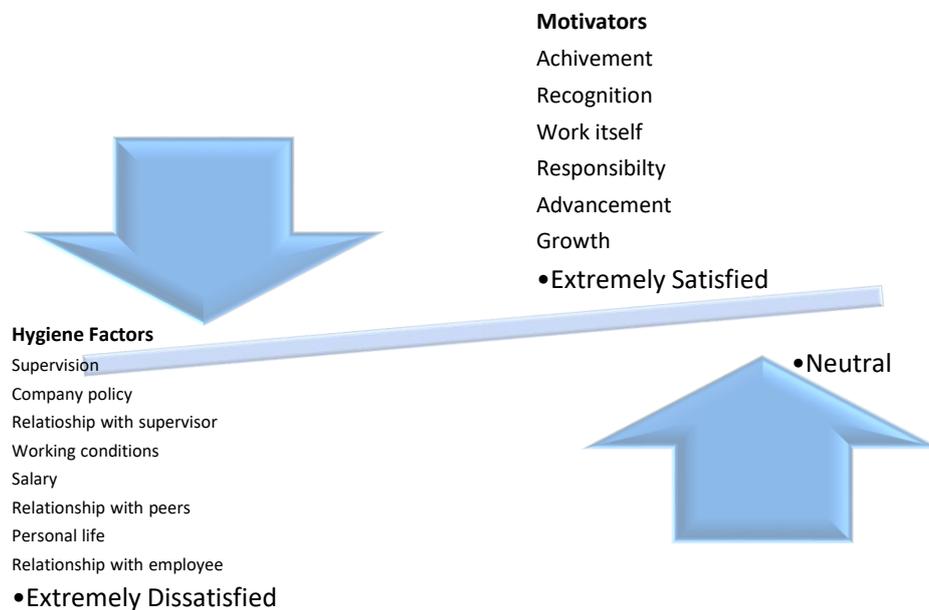
Source: (Robbins & DeCenzo, 2008, p.269)

Based on his analysis of job satisfaction studies, Herzberg and his associates formulated a theory of employee satisfaction and dissatisfaction, commonly referred to as the Motivation-

Hygiene Theory. The theory explains two kinds of conditions that exist in a job environment; namely *Extrinsic* and *Intrinsic* job conditions (Herzberg, 1968, 2005). *Extrinsic* job conditions result in dissatisfaction among employees when they are not present; these factors include salary, supervision, company policy, working conditions, relationship with supervisor, relationship with employee, personal life and supervision, as illustrated in Figure 2.4.2 above (Herzberg, 1968, 2005; Herzberg, Mausner, & Snyderman, 2011).

Intrinsic job situations exist and operate to enhance strong levels of motivation, which can lead to good job performance (Herzberg et al., 2011); Figure 2.4.2 above sets out these components as achievement, recognition, work itself, responsibility, advancement and growth (Herzberg, 1968, 2005; Herzberg et al., 2011).

According to Frederick Herzberg's Motivator-Hygiene Theory, "people have two sets of needs or requirements; motivator and hygiene needs" – see Figure 2.4.2. According to Deb (2009, p.168), "Herzberg believed that an individual's attitude towards his or her work can determine success or failure". Herzberg also looked for the answer to the "question of what people want from their jobs by asking participants to describe, in detail, situations in which they felt exceptionally good or bad about their jobs" (Robbins, 2009, p.146). Herzberg concluded, after analysing the responses of all the participants in his study, "that the replies of people who felt good about their jobs were significantly different from the replies when they disliked their jobs" (Robbins, 2009, p.146).

According to Jones and George (2014, p.414), motivator needs have connection with the attribute of the work and how demanding it is, while hygiene needs are connected with the natural and psychological context at which the work is done.

Some of the critics of this theory indicate that the theory was established on a sample of accountants and engineers; and they ask whether this little sample can validate generalising to other occupational groups such as nurses, medical technologists, sales personnel, computer programmers, clerks, police officers and so forth (Ashiru, 2004; Herzberg, 2005). Although the list of critics continues to grow over time, the impact of this theory on managers should not be ignored, and it can also affect employee-employer relations.

2.4.2 Contemporary theories of motivation

Contemporary theories of motivation are new theories created and well supported with evidence; unlike the classical theories which have received a lot of criticism for not being empirically supported.

2.4.2.1 Need theories

David McClelland and his associates recommend McClelland's theory of Needs. The theory indicates that human behaviour is affected by three needs – need for power, achievement and affiliation (McClelland, 1967). Figure 2.4.3 below sets out McClelland's Theory of Need. "Need for achievement is the urge to excel, to accomplish in relations to a set standard, to struggle to achieve success" (Das, 2016, p.105). "Need for power is the desire to influence another individual's behaviour as per your wish" and "need for affiliation is a need for open and sociable interpersonal relationships" (Das, 2016, p.105; McClelland, p.3).

Figure 2.4.3 McClelland's theory of needs

Source: Organisational behaviour: Global Southern African perspectives (2003).

According to Robbins and DeCenzo (2008, p.266), a need is the inner subjective situation that makes certain outcomes look interesting. Jones and George (2014, p.412) "indicate that a need is a requirement or necessity for survival and well-being and that need theories are theories of

motivation that focus on what needs people are trying to satisfy at work and what outcomes will satisfy those needs".

Figure 2.4.4 The motivation process
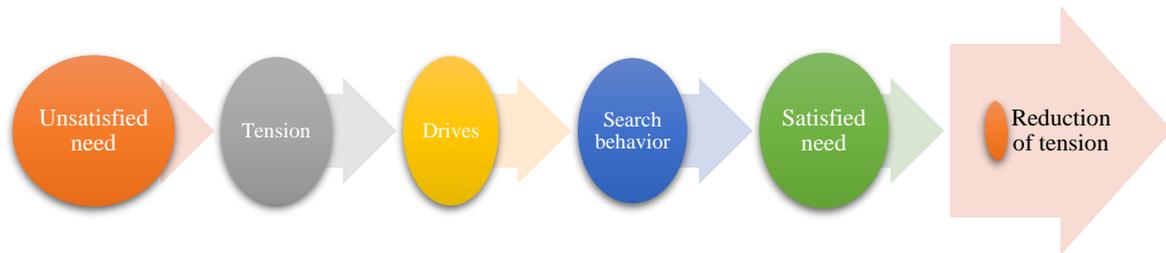
Source: Robbins and DeCenzo (2008, p.266)

Unsatisfied need is a necessity that has not been met, while tension is a state of nervousness before the achievement of an important thing. Drives are the forces that propel a person or things in a certain direction (Robbins, 2009). Search behaviour is the attitude or action that leads to seeking the necessity needed at a particular time. Satisfied need is the necessity that has been met (Robbins & DeCenzo, 2008). Nisamudheen & Mufliha (2016, pp.14-15) argue that an "unsatisfied need creates tension that stimulates drives within an individual and these drives generate a search behaviour to find particular goals that, if attained, will satisfy the need and reduce the tension". Figure 2.4.4 above sets out the motivation process that has been discussed.

Need Theory add to the Expectancy Theory by analysing thoroughly, those results that influence people to function at a high level (Jones & George, 2014). Robbins and DeCenzo (2008, p.287) explain that "because needs may be unfulfilled, people attempt to do something, and that 'something' is behaviour designed to satisfy an unfulfilled need".

2.4.2.2 Expectancy theory

Vroom's expectancy model of motivation differs from that of Maslow and Herzberg, and Victor Vroom's Expectancy Theory is the most broad and widely accepted explanation of motivation to date, explains (Ashiru, 2004); and despite still having its own critics, most research evidence supports it (Robbins & DeCenzo, 2008). Vroom states that any individual's motivation to perform is dependent upon his goals. His expectancy model is established upon

the belief that motivation is a way in which choices between behaviour patterns can be made (Ashiru, 2004).

According to Jones and George (2014, p.427), in terms of the "Expectancy Theory, managers can promote high levels of motivation in their organisations by taking steps to ensure that expectancy is high; (people think that if they try, they can perform at a high level) instrumentality is high (people think that if they perform at a high level, they will receive certain outcomes) and valence is high (people desire these outcomes)".

Figure 2.4.5 Simplified expectancy theory

Source: Robbins and DeCenzo (2008, p.276)

According to Robbins and DeCenzo (2008, p.275), "expectancy theory reveals that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual". Expectancy Theory includes "three variables or relationships: effort-performance linkage, performance-reward linkage, and attractiveness" (Jones & George, 2014, p.409). In Figure 2.4.5, individual effort is the action of today's achievement of a desire outcome, while individual performance is the rating of the inputted effort by the individual towards achieving a desired outcome (Robbins & DeCenzo, 2008, p.276). Organisational reward is the prize given in reference to a service, effort, or contribution.

Vroom suggests that an individual has preferences among the end outcomes, which he calls 'valence'. A positive valence indicates a desire to attain an outcome, while a negative valence indicates a desire to avoid a particular outcome (Ashiru, 2004; Robbins &DeCenzo, 2008).

2.5 Management, leadership and managerial style

Because of globalisation the world is now considered a global village, thus managers need a new pattern of management due to rapid changes in technology, the global economy, climate, cultures, ideology and other factors (Bersin, 2016; Jones & George, 2014). Managers require a brand-new mix of competency to build and develop their employees effectively to overcome the '21st century' problems (Bersin, 2016; Jones & George, 2014). Managers need deep cognisance of the diverse characteristics that lead to getting positive results of a job, and to make relevant, precise and timely decisions continuously in leading people (Jones & George, 2014).

According to Ebert and Griffin (2005, p.277), managers can use many different styles of leadership in trying to strengthen the employees' morale, job satisfaction and motivation. Ebert & Griffin (2005, p.278) state that the past leadership trait approach to identifying a good leader and leadership potential have proved to be poor predictors of leadership potential. Thus attention has shifted from managers' traits to their behaviour or managerial style and "these past leadership traits are physical appearance, intelligence, background, and public speaking skills; having beliefs that taller people made better leaders than shorter people" (Ebert & Griffin, 2005, p.278).

According to Ebert and Griffin (2005 p.278), "managerial styles are patterns of behaviour that a manager exhibits in dealing with subordinates, which ranges from *autocratic* to *democratic* to *free rein*". Autocracy means "the governance by a small group of people that has unlimited power or authority, or the power or authority of such person or group" (Cambridge, 2013, p.45). *Autocratic* means to take no account of other people's opinions; to be domineering, whereas *democratic* means the actions based on the principles of democracy, and *free-rein* means the freedom to do, say, or feel what you want (Cambridge, 2013). Ebert and Griffin (2005, p.279) point out that managers who choose an *autocratic* style of leadership most time give orders with the expectation of it being accepted without query, while managers who select a *democratic* style most time request their subordinates' input before making decisions, but still hold the power to make final decision, and "managers who adopt a *free-rein* style typically serve as advisers to subordinates who are allowed to make decisions" (Ebert & Griffin, 2005, p.279).

According to Ebert and Griffin (2005, p.278), "the *free-rein* style of leadership is currently giving rise to an approach that emphasises broad-based employee input into decision-making and the fostering of workplace environments in which employees increasingly determine what needs to be done and how". Ebert and Griffin (2005, p.279) also indicate that the potency of any leadership style is determine by passion of the subordinates to contribute and be creative, regardless of theories guiding leaders how to lead.

Ebert and Griffin further state that each managerial style has both weaknesses and strengths. The response of managers varies according to different situations, however, the authors add that in recent times, contingency approach to managerial style is mostly accepted by managers (Ebert & Griffin, 2005, p.279). The contingency approach is based on the idea that the organisation's situation or circumstance determines the controlling, organising, planning, and leading pattern adopted (Ashiru, 2004, p. 94; Ebert & Griffin, 2005). This is because people, organisations, and situations differ and change over time in different or in the same locations. To get the suitable managerial behaviour, they explain that the application of the contingency approach to managerial style depends on the unique elements of the situation. The contingency approach recognises customer diversity, geographical differences, cultural difference, and the globalisation of business which requires product or service diversity, and employee diversity (Ashiru, 2004, p. 94; Ebert & Griffin, 2005).

Fasasi (2011) conducted a study on '*managerial behaviour in educational organisations in Nigeria*' in which he posits the factors that could influence the selection of management style; factors like the personal characteristics of the subordinates, culture and different groups' influence in the organisation, and the quality and quantity of available resources (Fasasi, 2011). In the study Fasasi (2011) places emphasis on the need for managers to develop their approach in achieving the organisational objectives through effective motivation, communication, decision-making and human relations methods. The better these factors are understood, the better the selection of management style that supports good employee-employer relations and the growth of the organisation (Fasasi, 2011).

There is no generally accepted definition of 'management.' Much depends upon the point of view of the person who is attempting to define the term. Some writers such as Henry Fayol, F.W. Taylor, Fredmund Malik and Peter Druncker stress management as the process of directing human activities, the transformation of resources, planning, and forecasting; while others

describe it as the earning of maximum profits, or the making of correct decisions for maximum profits (Batty, 1974). These and other variations exist, not only because of difference of opinion, but also because of the complex nature of business enterprises. Managing essentially means working with a group of people in such a way that they can achieve things that they could not do working by themselves (Margerison, 1980).

According to Jones and George (2014, p.7), "in any society or culture, resources are valuable and scarce, so the more efficient and effective use that organisations can make of those resources, the greater the relative well-being and prosperity of people in that society". Jones and George (2014, p.7) add that managers decide how to use many of "society's most valuable resources- its skilled employees, raw materials like oil and land, computers and information systems, and financial assets – they directly impact on the well-being of a society and the people in it".

"Management is the act of getting people together to accomplish desired goals and objectives", according to (Birkinshaw, 2010, p. 213). Unfortunately, this meaning has become corrupted over the years, with the result that many people now see management as a narrow and overly mechanistic activity (Birkinshaw, 2010, p.213). The occurrence of this corruption can be seen from two kinds of beliefs which are: Firstly, the growth of the modern industrial corporation led people to equate the style of management practiced in a large factory with the practice of management practiced in general (Birkinshaw, 2010, p.213). Secondly, the rise in popularity of thinking about leadership was at management's expense, so that the job description of management ended up becoming narrower and less attractive over the years (Birkinshaw, 2010, p.214).

"Managers are the people responsible for supervising and making the most of an organisation's human and other resources to achieve its goals" (Jones & George, 2014, p.29). Managers are the ones who are held responsible for any shortfall of not meeting or achieving the organisational goals. Therefore, managers have the responsibility of supervising their subordinates, as well as using the available resources effectively to move the organisation from one level to another (Jones & George, 2014). Management can thus be seen as "the planning, organising, leading, and controlling of human and other resources to achieve organisational goals efficiently and effectively" (Jones & George, 2014, p.4). Leadership, on the other hand, "is the process by which a person exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organisational goals" (Jones & George, 2014, p.436).

Kuye and Sulaimon (2011) examined the link between employee contribution in decision making and achievement of the firm in their study. The result of their study shows that firms that involve their employee in decisions soar high in their performance compared to firms who do otherwise, and the involvement of the employees in the decision making motivates employees and increases their level of satisfaction with the firms' management style (Kuye & Sulaimon, 2011, p.12). They posited that employee interest must align with the firm's interest before the benefit of their involvement can be achieved, and willingness to be involved in the decision making must be visible, however, the outcome of their study showed that decision making by the employees of the participating firms was low (Kuye & Sulaimon, 2011, p.12).

Managers need to know what a team is and how it works by seeing the end picture as an organisation that has its own dynamics, qualities and conventions (Templar, 2005). A team is (Cambridge, 2013) as a number of people who do something together as a group, and Belbin (2003, p.7) says that there are nine roles in every team, which are: "planter, resource investigator, co-ordinator, shaper, monitor evaluator, team worker, implementer, completer and specialist".

"The planter is the 'ideas person' of the team; the resource investigator acts as a source of information and ideas in the team; the co-ordinator provides leadership by co-ordinating the efforts and contributions of the team members; the shaper provides leadership by directing and controlling team members; the monitor-evaluator is good at accomplishing detailed and practical outcomes; the team worker helps to maintain group harmony and team spirit; the implementer is good at accomplishing detailed and practical outcomes; the completer is the type of person who pays close attention to detail and follows-up on unfinished tasks; and the specialist provides knowledge or skills that are in rare supply" (Belbin, 2003, p.7-9).

A manager needs to have confidence in his or her own ability and must be able to develop his or her team members to perform better than himself or herself by trusting them, giving them the best resources and training them to take over (Templar, 2005).

Many leaders fail in their positions because they do not know their purpose and lack a deep understanding of themselves (Drucker et al., 2005). Finding one's purpose includes this deep understanding of oneself; understanding the passion and underlying motivations that drives one. After finding one's purpose, there is a need to look for an environment that offers a fit between

the organisation's purpose and one's own purpose (Drucker et al., 2005; Frenkel, Sanders & Bednall, 2013; Maak & Pless, 2006), while says that "leaders are defined by their values and their character; the values of the authentic leader are shaped by personal beliefs, developed through study, introspection and consultation with others and a lifetime of experience" (George, 2005, p.14; Maak & Pless, 2006, p.42).

Managers and leaders are faced with a number of pressures which carry a high degree of uncertainty brought about by globalisation, developments in science and technology, the generative power of Information and Communication Technologies (ICT), climate change and the green agenda, ethical and social responsibility, "socio-economic factors such as the diversity and formation of the population and the changing values of the workforce" (Gold, Thorpe, & Mumford, 2010, p.12).

According to Jones and George (2016, p.29):
"managers main challenges are building a competitive advantage by increasing efficiency; quality; speed, flexibility, innovation; and customer responsiveness … Other challenges include behaving in an ethical and socially responsible way toward people inside and outside the organisation, managing a diverse workforce, utilising new IT, and practicing global crisis management".

This pressure can affect the relationship between employee and management if not well managed by the leaders in charge.

Although managers work in organisation, not everybody that works in an organisation is a manager (Robbins & DeCenzo, 2008, p.5). Only those who are certified to have the required skills of a manager, and approved by the organisation takes the position of managers. Organisational members can be divided into two levels: *operatives* and *managers*. Robbins and DeCenzo (2008, p.5) explain that "*operatives* are people who work directly on a job or task and have no responsibility of overseeing the work of others, while *managers* direct the activities of employees in the organisation" (Robbins & DeCenzo, 2008, p.5).

Figure 2.5.1 Levels of managers
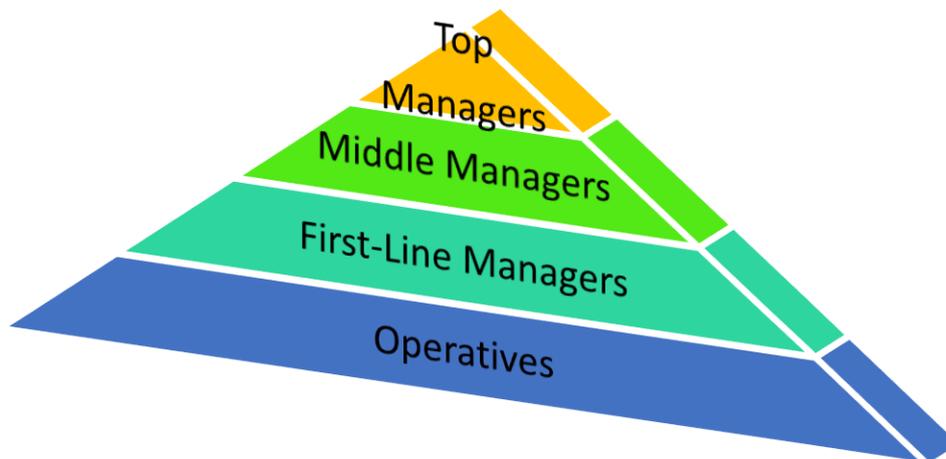
Source: Jones and George (2014, p.14) and Robbins and DeCenzo (2008, p.5)

In most organisations there are multiple levels of management and it is therefore essential to understand how these levels operate. As illustrated in Figure 2.5.1 above, organisations have "three levels of management: *first-line managers*, *middle managers,* and *top managers,* and the managers at each level have different, but related responsibilities for using organisational resources to increase efficiency and effectiveness" (Jones & George, 2014, p.14). *First-line managers* are often called supervisors, coaches, team leaders or coordinators. They are "responsible for directing the day-to-day activities; supervision of the non-managerial employees who perform the specific activities necessary to produce goods and services" (Jones & George, 2014, p.14).

"*Middle managers* are levels of management between the *first-line managers* (supervisor) and *top management*, who are responsible for finding the best way to organise human and other resources to achieve organisational goals, and also to translate the goals set by top management into specific details that lower-level managers can perform" (Jones & George, 2014, p.14).

Jones & George (2014, p. 15) state that

"*Top managers* establish organisational goals such as which goods and services the company should produce; they decide how the different departments should interact; [they] create policies that guide all organisational members; they monitor how well *middle managers* in each department use resources to achieve goals and are responsible for the performance of all departments" (Jones & George, 2014, p.15; Robbins & DeCenzo, 2008, p.6).

It is clear from the above that management at all levels play an integral role in ensuring effective communications between the employer and employee as well as between the employees themselves (Jones & George, 2014, p.15). Furthermore, management's function in motivating employees is fundamental. The level at which a manager is based is essential and it is vital that managers understand not only their level but their roles and responsibilities at each level (Jones & George, 2014, p.15).

2.6 Grievances

It is important for management to create an enabling environment for their employees, where they can relate with each other in harmony to attain the organisation's goals (Ojo & Abolade, 2014; Walker & Hamilton, 2011). However, there is a tendency for misunderstanding to occur between the members of an organisation or between employee and employer (Walker & Hamilton, 2011).

A grievance is any dissatisfaction or complaint affecting either employees or the employer, which has the potential to impact negatively on the organisation's performance. Walker and Hamilton (2011) contend that a grievance is any discontentment relating to employment conditions that is brought to management's attention for action to be taken, and employee-employer disputes need more attention from both researchers and managers (Walker & Hamilton, 2011). To know what a grievance is, there is a need to differentiate between *dissatisfaction*, a *complaint* and a *grievance*.

Dissatisfaction is anything that troubles an employee, both verbal and non-verbal (Walker & Hamilton, 2011). A *complaint* is the expression of annoyance, be it in the form of the spoken or written word, directed to the supervisor for attention and for necessary action (Walker & Hamilton, 2011). A *grievance* is any real or imagined form of complaint officially conferred directly to management, a management agent, or a union official of any firm or organisation (Walker & Hamilton, 2011).

One of the major roles of an Industrial-Organisation psychologist, and often managers and supervisors as well, is to deal with aggression, anger, grievance, violence and conflict in relationships at work: One might think of management processes as the handling of conflict

(Bergh & Geldenhuys, 2014, p.114). "The serious influence that aggression, violence and conflict can have on life and in the workplace is sufficient to require a good knowledge and understanding of the phenomena that characterise human interactions" (Bergh & Geldenhuys, 2014, p.115).

2.6.1 Causes of grievances

There are different reasons for the occurrence of grievances within and outside of any organisation. The following are some of the causes of grievances:

a) Miscellaneous: These are causes that are related to infringements with regard to transfers, collective bargaining, promotion, contract, bonuses, safety and health, recognition of a union, disciplinary rules, fines, leave, medical cover and so on (Grogan, 2014a).

b) Economic: Economic-related issues like bonuses, overtime, wages and salaries can cause grievances (Grogan, 2014b).

c) Supervision: Supervisory behaviour and attitudes of the employees or their subordinates can cause grievances (Grogan, 2014b).

d) Work Environment: The surroundings and condition of the workplace can cause grievances (Grogan, 2014b).

e) Intolerable Relationship: An intolerable relationship occurs where the employment relationship between the employee and employer has disintegrated; and either party cannot be expected to continue with the employment relationship (Grogan, 2014a, 2014b). Intolerable actions like physical abuse, assault, emotional cruelty, verbal abuse, sexual harassment, unfair discrimination and demotion can also cause grievances.

f) Collective Agreement: A collective agreement is a formalised relationship between the employer and employee representative or trade union (Grogan, 2014b). If this relationship is not cordial, it can lead disputes or grievances.

2.6.2 Grievance handling

Ojo and Abolade (2014) found that adequate strife management strengthened an employee's performance in an organisation. They investigated the '*Impact of conflict management on employees' performance in a public sector organisation in Nigeria*: *A case of the Power Holding Company of Nigeria'*. The study outcome supports the need for efficient and effective communication between employees and the employer; and that effective conflict management creates a cooperative working environment that allows employees to thrive (Ojo & Abolade,

2014). In addition, if conflicts in an organisation are not well managed, they can affect the employees' performance; which will eventually affect the employee-management relations, as well as the existence of the organisation (Ojo & Abolade, 2014).

Kakumba, Wamala and Wanyama (2014) explored '*Employment relations and bullying in academia: A case of the academic staff at Makerere University*' and discovered that conflict grows where there are lapses in the legal and policy structure of an organisation, bad leadership styles and centralisation of decision-making, and where the work climate allows. The authors reveal the need to develop a respectful organisational culture that supports good understanding, peaceful coexistence and participatory decision-making (Kakumba, Wamala, & Wanyama, 2014).

Employers and employees' variance of interest produces conflict and when this conflict is permitted to continue for any length of time it becomes a grievance, which will definitely have negative effects on the organisation (Ghosh et al., 2014). The purpose of a grievance procedure is to permit an employee or employees to notify the management of the company about any dissatisfaction or feeling of injustices which may prevail in the workplace environment (Finnemore, 2006; Grogan, 2014b), and "a grievance procedure is established by organisations to maintain harmonious industrial relations" (Bruch, Ghoshal, Ries, & Ries, 2004, p.194).

2.7 Summary

This chapter examined the studies that are associated with employee-management relations. The review of the past literature covers the facets of communication, motivation, managerial style and grievance handling. The theories that were chosen relate specifically to this study and the theories were chosen because they helped in explaining the observed prevalence in communication, motivation, managerial style and grievance handling. Furthermore, the data that was collected for this study helped in testing and finding the relationship between the theory and research. In the next chapter, the research methodology utilised for this study will be examined; the chapter will focus on the procedure used for the data collection and it explains the nature, as well as the sources of the data collected.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the procedure used for the data collection and it explains the nature as well as the sources of the data collected. The research design, settings, method, target population, accessible population, variables, sample selection and statistical analysis is also outlined in this chapter. The validity and reliability of this study will also be discussed in this chapter, and the main impetus of this research work is to explore the effect of employee-management relationships in Zenith Bank Plc.

3.2 Research approach

According to Odugbemi and Oyesiku (2000, p.8), research methodology is the combination of steps that must be followed in a social and management science study if the research into the subject matter of interest is really to be considered scientific. According to Fagbohungbe (1993, p.9), a research approach entails the process of all activities that a researcher needs to carry out to unveil new knowledge or to confirm existing knowledge.

Research can be established on either an empirical or a non-empirical basis, or on a combination of the two. Empirical research can be defined as "an evidence-based research type that relies on direct observation and experimentation in the acquisition of new knowledge" (Tavakoli, 2012, p.189). Non-empirical research is a study that is conducted without the collection of data first hand. These approaches or methodologies can also be called quantitative, qualitative or mixed methods.

Quantitative research can be defined as a methodology that lay emphasis on the significant of randomly selected participants from a huge groups, controlling variables around the participants environment, and ascertaining the possibility of relationship between the control variable and few uniqueness or behaviour of the participants (Tavakoli, 2012, p.508). Tavakoli (2012, p.503) defines qualitative research as "a research methodology that places primary importance on studying small samples of purposely chosen individuals; not attempting to control contextual factors, but rather seeking through a variety of methods, to understand things from the informants' points of view; and creating a rich and in-depth picture of the phenomena under

investigation". Mixed methods research can be defined as "a research approach for collecting, analysing, and mixing qualitative and quantitative data at some stage of the research process within a single study in order to understand a research problem more completely" (Tavakoli, 2012, p.362).

They can be deductive and inductive in nature. Inductive reasoning seeks to supply strong evidence for (not absolute proof of) the truth of the conclusion (Johnson, 2015; Kothari, 2004). Inductive reasoning is "a mode of reasoning moving from specific facts and observations to broader generalisations and theory; a process that is part of the scientific way of knowing whereby observations or other nits of information (data) are collected, without preconceived notions of their relationships, with the assumption that relationships will become apparent, that conclusions will emerge from the data" (Tavakoli, 2012, p.272). Inductive reasoning can be defined as "an approach to developing or confirming a theory that begins with concrete empirical evidence and works toward more abstract concepts and theoretical relationships" (Bhattacherjee, 2012, p.70).

Deductive reasoning can be defined as an approach to developing or confirming a theory that begins with an abstract thought and theoretical relationships that lead to a specific ending (Johnson, 2015; Kothari, 2004). It can also be described as a mode of reasoning that uses a top-down approach to knowing (Tavakoli, 2012, p.153). In deductive research, the goal of a researcher is to test concepts and patterns known from theory using new empirical data (Johnson, 2015; Kothari, 2004). This is because the researcher starts with a very broad spectrum of information and works down to a specific conclusion (Bhattacherjee, 2012; Johnson, 2015).

A quantitative research approach entails dealing with numerical data, large samples, analysing data mathematically, and reducing data to statistics (Bhattacherjee, 2012; Creswell, 2011, 2013). Qualitative research entails the process of conducting a study to discover a phenomenon, motives, desires, factors, reasons, and feelings (Bhattacherjee, 2012; Creswell, 2011, 2013). A mixed method entails the process of simultaneously putting into practice the strengths of both qualitative and quantitative research, the usage of numerical data and giving the reason for the statistical result. The combination of these two methods provides and expands the understanding of research problems (Creswell, 2011, 2013).

A quantitative approach was used in this study, to determine if there is any link between the control variable and the selected characteristic or behaviour of the participants (Tavakoli, 2012, p.508). It was used to get rid of any inner and selfish interest in different aspect of the research through the creation of systemics tenets and regulations for every aspect of the data collection and analysis (Tavakoli, 2012, p.516). The responses gathered from the targeted population were the data that were tested against the hypothesis formulated for this study.

3.3 Research method

Research methodology is "a systematic and scientific process of gathering, recording and analysing data about problems and issues relating to the distribution of elements or objects that occur on the earth's surface and the administration and management of goods and services" (Odugbemi & Oyesiku, 2000, p.5). A scientific method is "a standardised set of techniques for building scientific knowledge, such as how to make valid observations, how to interpret results and how to generalise those results" (Bhattacherjee, 2012, p.90). It also implies orderliness or a systematic approach to data collection, measurement of the data, the accuracy of the data gathering and analysis, and impartiality in the analysis and interpretation of the data and issues (Odugbemi & Oyesiku, 2000, p.5). Odugbemi and Oyesiku (2000, p.5) add that the 'systematic' aspect of the definition implies instituting an order to impose on the diversified data in some special way for the researchers or the users. The quantitative research method was used in this study, and a questionnaire was the instrument used to gather the data. The questionnaire was administered to selected staff in Zenith Bank Plc. in Lagos, Nigeria. The questionnaire was used in this study because it is one of the accepted data gathering methods in survey research. The questionnaire was also used because it allows easy accessibility to the respondent, promotes anonymity, saves time, and is relatively cheap. Other methods of obtaining data are interview; observation; and field surveys. Interview is a way of collecting data in which a researcher and participant engage in a conversation with purpose focused on questions related to a research study (Tavakoli, 2012, p.294). Observation is a method of generating data which involves the researcher immersing him/herself in a research setting, and systematically observing dimensions of that setting, interactions, relationships, actions, events, etc., within it (Tavakoli, 2012, p.418). Field survey is a broad approach to qualitative research or a method of gathering qualitative data by observation or recording in a natural setting as possible (Tavakoli, 2012, p.228).

3.4 Research design

According to Bhattacherjee (2012, p.35), research design is a broad data collection guide for a research project, and Fink (2013, p.63) explains that a research's design is "a way in which its subjects or participants are organised and their responses measured". The research design is also "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose, and a toolbox a researcher uses to conduct research" (Tavakoli, 2012, p.546).

The nature of the research problems determines the research designs that are used. There are different categories of research design which are: *descriptive designs, explanatory designs, experimental designs, action designs, applied designs, comparative designs, case study research designs, longitudinal designs and ethnography designs* (Bhattacherjee, 2012; Creswell, 2013; Fagbohungbe, 1993; Odugbemi & Oyesiku, 2000).

An *explanatory design* is a mixed method research design which is used extensively in applied linguistics research (Tavakoli, 2012, p.208). *Experimental design* is the blueprint of the procedures that enable the researcher to test hypotheses by reaching a valid conclusion about the relationship between independent and dependent variables (Tavakoli, 2012, p.206). *Action design* is a research approach which is an on-the-spot procedure designed to deal with a concrete problem located in an immediate situation (Tavakoli, 2012, p.5). *Applied design* is a type of research which is designed to deal with human and societal problems in the hopes of finding solutions to real-world problems (Tavakoli, 2012, p.7).

A comparative design is a broad term that refers to the evaluation of the similarities, differences, and associations between entities (Tavakoli, 2012, p.78). *Ethnography design* is "the in-depth study of naturally occurring behaviour within a culture or entire social group". It is "an approach to qualitative research which comes largely from the field of anthropology" (Tavakoli, 2012, p.198). *A longitudinal design* is a research type in which a single group of participants is studied over time (Tavakoli, 2012, p.334).

The type of research design that was used in this study was a *descriptive design*. A *descriptive design* is "an investigation that provides a picture of a phenomenon as it naturally occurs, as opposed to studying the impacts of the phenomenon or intervention" (Tavakoli, 2012, p.160).

This category of research design has the major function of describing accurately the characteristics of a particular phenomenon or relationship (Bhattacherjee, 2012; Fagbohungbe, 1993). *Descriptive designs* explain the what, where and when questions of the phenomena. According to Fagbohungbe (1993), "the purpose could be to describe the frequency of occurrence, the percentage of occurrence or to identify any other phenomena to which the phenomenon under study is closely associated," and it permits members of the group to be randomly selected (Fagbohungbe, 1993, p.36). This design assisted in describing the consequences of communication and motivation on employee-management relations, the effect of managerial style on motivation and the effect of grievance-handling on the employees' satisfaction.

Survey research is "a set of methods used to gather data in a systematic way from a range of individuals, organisations, or other units of interest" (Tavakoli, 2012, p.645). "*Survey research* employs questionnaires and interviews to ask people to provide information about themselves - their attitudes and beliefs, demographics and other facts, and past or intended future behaviours" (Cozby, 2003, p.104). *Survey research* was used in this study, in order to investigate behavioural phenomena among groups of people where this kind of phenomenon was not directly observable. Survey research was chosen for this study, because it allows studies of both small and large populations, has a great deal of potential for reliable, affordable, and manageable information (Odugbemi & Oyesiku, 2000, p.231). The structured questionnaires assisted in obtaining first-hand information that was reliable for testing the hypotheses.

This study focused on accessing four variables on employee-management relations, namely; communication, grievance handling, managerial style and employee's motivation in Zenith Bank Plc. in Lagos Nigeria.

3.4.1 Inferential and descriptive statistics

Inferential and descriptive statistics was used in this study; descriptive statistics was used to analyse data through the measure of central tendency, while inferential statistics was used for the hypothesis testing. *Inferential statistics* are "the statistical procedures that are used to reach conclusions about associations between variables" (Bhattacherjee, 2012, p.129). It is "a branch of statistics that is concerned with the development and applications of methods and techniques

for drawing generalisations about a population on the basis of data obtained from a random sample, usually with a certain degree of uncertainty associated with it" (Tavakoli, 2012, p.274). *Inferential statistics* "differ from *descriptive statistics* in that they are explicitly designed to test hypotheses" (Bhattacherjee, 2012, p.129). *Inferential statistics* has two extensive kinds known as *parametric* and *nonparametric tests* (Tavakoli, 2012, p.274).

A *parametric test(s)* is a group of statistical procedures that should be used if their elementary beliefs can be met (Tavakoli, 2012, p.444). A *nonparametric test(s)* is any of a large number of inferential techniques in statistics which do not involve assessing the characteristics of the populations from characteristics of the sample (Tavakoli, 2012, p.406). It is a distribution free test(s) whose level of measurement is generally nominal or ordinal (Fagbohungbe, 1993, p.62). *Nonparametric tests(s)* were used for the statistical test of this study because they were well suited to the small sample size, and were "concerned with the analysis of a subset of data leading to predictions or inferences about the entire set of data" (Tavakoli, 2012, p.406).

Descriptive statistics is "a set of statistics procedures that are used to describe, organise and summarise characteristics of sample data in a clear and understandable way, both numerically and graphically" (Tavakoli, 2012, p.161).

3.5 Research setting

The research setting describes the geographical study area where the study will be conducted (Bhattacherjee, 2012). A research setting provides salient features of the geographical entity being studied so as to provide a good image of the patterns, processes and interrelationships of the geographical phenomena as they assist in understanding and appreciating the research problems under study (Odugbemi & Oyesiku, 2000).

The research setting for this study is the banking environment of the Allen Avenue, Alausa, Berger, Marina, Maryland and Ojota branches of Zenith Bank Plc. in Lagos, Nigeria. Lagos is one of the fastest growing cities in the world and is also one of the most populous cities in the world (Finance, 2012), with a population of over 20 million people living on both the mainland and on the island part of the metropolitan city.

3.6 Sampling techniques

Sampling is taking any portion of the population and also the process of selecting participants for a research project (Dane, 2010; Daniel, 2011). Sampling techniques can be broadly divided into two groups: *probability sampling* and *non-probability sampling* (Bhattacherjee, 2012; Creswell, 2013; Dane, 2010; Daniel, 2011; Odugbemi & Oyesiku, 2000; Tavakoli, 2012). *Probability sampling* technique was used for this study. "*Probability sampling* is the method in which representative of the population has a known chance of being selected" (Dane, 2010; Daniel, 2011). *Non-probability sampling* is the procedure in which the probability of an element being included in the sample is not known (Tavakoli, 2012, p.408). *Probability sampling* includes various forms which are: *simple random sampling, systematic sampling, stratified sampling, and cluster sampling* (Bhattacherjee, 2012; Creswell, 2013; Dane, 2010; Daniel, 2011; Odugbemi & Oyesiku, 2000; Tavakoli, 2012). *Simple random sampling* falls under *probability sampling* and it was used for this study because it is a method that oust bias when selecting the representative of the population who will determine the sample of the study (Tavakoli, 2012, p.592). *Simple random sampling* is "a type of *probability sampling* in which each member of the population study has an equal chance of being selected and the probability of a member of the population being selected is unaffected by the selection of the other members of the population" (Tavakoli, 2012, p.591). There are different categories of *non-probability sampling* which are: *quota sampling, snowball sampling, and convenience sampling* (Bhattacherjee, 2012; Creswell, 2013; Dane, 2010; Daniel, 2011; Odugbemi & Oyesiku, 2000; Tavakoli, 2012).

3.7 Sample and sample size

According to Bisira, Taylor, and Farinde (2002, p.13), a sample is a subset of a population checked and picked for the intention of making scientific statements about the population. A sample is also the portion of the population that has been selected for analysis based on some specific criteria relative to the subset of a group (Bisira & Farinde, 2004; Fink, 2013), and the sample size is the number of items contained in the sample (Bisira, Taylor, & Farinde, 2002).

The minimum sample size allowed when the population size is < 10000, and when the confidence level, margin of error percentage, and probability percentage of previous studies is not given, is 50; while the maximum sample size allowed when the population size is > 10000 is 100 (Bisira et al., 2002; Cochran, 2007). If the population size is large or > 10000, and the confidence level, margin of error, and probability of the previous studies is given, then n= $\frac{z^2 p(1-p)}{d^2}$

n = minimum sample size

Z-value = value of the standard normal distribution

p = the expected or probability of previous similar studies

d = the maximum allowable deviation or error of the estimate (Cochran, 2007)

If the population size is small or < 10000, and the confidence level, margin of error and probability of the previous studies is given, then $nspz = \frac{n}{1+(\frac{n}{spz})}$

nspz = minimum sample when the population is small

n = minimum sample when the population is large

spz = population size (small population) (Bisira & Farinde, 2004; Bisira et al., 2002; Cochran, 2007)

The total population of Zenith Bank employees in Lagos was 729, and the sample size for the study was 50. The sample was determined using the mathematical formula that takes into account the size of the population, and sample size needed for a sample percentage to be accurate within plus or minus 10 per cent, given a 95 per cent level of confidence (Cozby, 2003, p.107). The sample size chosen was justified because the total population was small or < 10000, and the confidence level, margin of error, and probability of the previous studies were not given. The sample was determined by the selected Zenith Bank Plc. Branches in Lagos by the researcher, through simple random sampling technique obtained by the lottery method. The study related to management and employee relationships, so in order to determine the perceptions of both parties; the sample size consisted of both senior management employees and junior employees of the bank in the selected branches. Each branch of the bank had at least one management staff.

The *lottery method* (also known as the '*blind draw method*' and the '*hat model*') was used to select the respondents for the study (Daniel, 2011). The *lottery method* is a process involving each member of the population being given a unique number marked on a small piece of paper which is then placed in a bowl or 'hat' and mixed thoroughly (Daniel, 2011). A blindfolded researcher then picks out an appropriate number of individual pieces of paper as required by the study. Each branch of the bank in Lagos was given numbers representing the population in their branches, and a total of 50 respondents were picked for the purpose of the study. Each respondent was approached at the different branches with the help of the bank's head of department or branch manager.

3.7.1 Target population

The target population of the study was the employees of Zenith Bank Plc in Lagos, Nigeria. The target population cut across different departments of the bank and consisted of tellers/cashiers, supervisors, officers and managers of the selected branches. The total staff strength of the bank in 2014 was 6,616 nationwide in Nigeria, while Lagos had 729 employees. According to Daniel (2011, p.9), "target population is the set of elements one desires to apply the findings of the study", and Odugbemi and Oyesiku (2000, p.177) explain further that "the target population consists of all members of a specified group to which the investigation relates". The target population size for the study was therefore 729.

3.8 Pilot testing

A pilot study is a mini exploration of the initial projected methods, substances, and end result (Mackey & Gass, 2005, p. 43; Tavakoli, 2012, p.468). The purpose of the pilot study was to inspect the research process, standardise procedures and to see the reality of the design used. It is created to examine whether the study deserve the proposed invested time, effort and resources. It pre-tests the research instrument to be used.

At the beginning of the study a pilot study was organised to decide whether the questionnaire was comprehensible, error-free, and realistic. Three (3) senior management staff and junior staff of the Allen Avenue branch on the Lagos mainland participated in the pilot study exercise. Eight (8) respondents was selected from both senior management staff and junior staff of the branch for the study; three (3) senior management staff and five (5) junior staff. The pilot study lasted for just a week because of the limited time available for the study, and at the end of the pilot study, there were no problems detected by the participants in the pilot study, and they all agreed that the questions in the questionnaires were comprehensive and clear.

3.9 Sources of data

The data for this study was received from primary and secondary sources. Primary data refers to the data obtained for a particular study or investigation and used for the purpose for which it is collected (Bisira & Farinde, 2004; Bisira et al., 2002). The primary sources include information gathered through questionnaires.

Secondary data are data which already exist and which have been used for a purpose other than that for which they were collected, or for a related study (Bisira et al., 2002). Secondary data comprises of the published and unpublished data (Tavakoli, 2012, p.573). The secondary sources include newspapers, journals, magazines, unpublished theses, records of government or organisations, textbooks and database information on the internet.

3.9.1 Data collection instruments

According to Bisira et al. (2002, p.5), data are the numerical facts, information or series of observations that can be measured or quantified. A questionnaire was found to be the most efficient way of obtaining data from the respondents and was used as the data collection instrument in this study. This was because it allowed the collection of factual, behavioural, and attitudinal types of data, it saved time and was cost effective (Bisira et al., 2002). It was "easy to construct, extremely versatile, and uniquely capable of gathering a large amount of information quickly in a form that [was] readily processed" (Tavakoli, 2012, p.512). The questionnaire is "a research instrument that presents respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting them among existing answers" (Tavakoli, 2012, p.512). The questionnaire is also any hard-copy or electronic form of instrument used for securing answers to specific questions. *Fixed alternative (closed-ended)* types of questions were used in this study because the research design chosen for the study allowed this kind of questions and for the analysis of the data gathered through it (Tavakoli, 2012). They also allowed comparison among groups in the sample and saved time when coding, measuring and analysing the data. Furthermore, as the study was conducted in Nigeria it was not cost effective to physically go to Nigeria to administer the questionnaires and they were therefore mailed to the participants. This type of questioning was also selected to avoid confusion because the researcher was not physically present to address any of the concerns the participants may have had (Bisira et al., 2002). A *Fixed alternative (closed-ended)* item is "a type of question posed by researchers to participants in research projects that specify the frameworks within which participants can structure their answers" (Tavakoli, 2012, p.64). The data was sourced by means of a survey. The questionnaire was directed to employees in the branches of the selected bank in Lagos; which were the Allen Avenue, Alausa, Berger, Marina, Maryland and Ojota branches.

3.9.2 Questionnaire construction

The questions in the questionnaire were designed to align with the research objectives of the study. The questionnaire was constructed in a short and concise way to prevent misinterpretation, biased responses and ambivalence. The study objectives focused on communication, managerial style, motivation and grievance-handling in Zenith Bank Plc. The questionnaire contained 24 *closed-ended* questions, mainly *dichotomous* questions that allowed for the selection of one answer out of two possible answers given. A *dichotomous* question is "a closed-form item which requires a 'yes'/'no' response", explains (Tavakoli, 2012, p.63). The questionnaire concluded with only one *open-ended* question regarding any comments or suggestions concerning the employee-management relations in Zenith Bank Plc. in Lagos, Nigeria. An *open-ended* question is "a type of question which allows participants to give their own answers without restrictions" (Tavakoli, 2012, p.434). One *open-ended* question was used in the questionnaire in order to get a different opinion from the respondents related to the study, and permitted them to express their perceptions on the research questions posed in this study. The number of *open-ended* questions was limited to one in the questionnaire because the study was mainly *quantitative* research, rather than a *qualitative* or *mixed method* research.

3.9.3 Administration of the questionnaire

A *self-administered* questionnaire was used to obtain the required data for the study, and it was distributed by e-mail and postal services. A *self-administered* questionnaire is "a questionnaire that has been designed specifically to be completed by a participant without the intervention of the researcher collecting the data" explains (Tavakoli, 2012, p.576), and it allows the respondents to answer questions at their own leisure. Appendix C is an example of the questionnaire that was sent to all the respondents. The arrangements to administer the questionnaire to the respondents were made prior to the actual data collection. A total number of 65 questionnaires was sent through postal services to the selected Zenith Bank Plc. in Lagos, Nigeria. The questionnaire was accompanied by a letter that explained the aim of the study and indicated that confidentiality and anonymity of records identifying respondents would be maintained. The researcher has used questionnaires consisting of questions designed to capture data from respondents. The self-administering questionnaires were used instead of face-to-face interviews due to time constraints. The data collection procedure has been completed by posting questionnaires to the different Zenith Bank Plc. branches in Lagos, randomly selected for study purposes. This was done with the help of the courier services between December 2015 and February 2016.

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3.9.4 Data analysis method used

The data collected through the questionnaires was presented using *descriptive statistics* in the form of a simple percentage analysis, frequency and measure of central tendency. Simple percentage analysis interprets raw data in the form of percentages and frequency. In analysing the data collected, the study mainly employed a Chi-square technique which falls under the inferential statistics to measure the difference between the observed and the expected values of the data collected. The Chi-square test is "a *nonparametric* test and a test of significance, which is used to compare actual or observed frequencies with expected frequencies in sample data to see whether they differ significantly" (Tavakoli, 2012, p.59). The Chi-square test is used when the measurement of dependent variables can be categorised into a pass or fail, defective or non-defective, low or high, male or female, good or bad, present or absent result (Bhattacherjee, 2012; Cozby, 2003; Creswell, 2013). The Chi-square method was used in the study because; the subjects in each sample were randomly selected, all subjects fell in one and only one category, computation was based on all subjects in the sample and there were more than 20 subjects.

The Chi-square was used to test the hypothesis and was calculated by the following formula:

$$X^2 \text{ is computed thus } X^2{}_c \;=\; \sum \frac{(O_i - E_i)^2}{E_i}$$

$X^2{}_c$ = Chi-square calculated

$X^2{}_t$ = Chi-square tabulated

O_i = Observed frequency which represents the actual information gathered through the questionnaire and observed (Bhattacherjee, 2012; Cozby, 2003).

E_i = Expected frequency which represents the anticipated result of the research based on the postulated hypotheses (Bhattacherjee, 2012; Cozby, 2003).

$\sum$ = Sum

The outcome, interpretation and discussion were based on the results of the hypotheses testing which determined whether the hypotheses would be accepted or rejected. The data analysis was undertaken using the IBM 'Statistical Package for the Social Sciences' (SPSS) analysis software (IBM SPSS statistics), version 23. According to Odugbemi and Oyesiku (2000, p.320), "SPSS for Windows brings the full power of the mainframe version of SPSS to the personal computer environment".

3.10 Variables

Tavakoli (2012, p.700) describes a variable as "any characteristics or attributes of an object or of a person that can have different values from one time to the next or from one individual to another". (Fagbohungbe, 1993) describes a variable as any measurable concept that can take on more than one value and according to Cozby (2003, p.56), a variable is any occurrence, condition or habit that has at least two values. Cozby (2003, p.57) also describes a variable as "an abstract concept that can be translated into concrete forms of observation or manipulation".

According to Cozby (2003, p.56), variables can be organised into "four general categories, which are: *situational variables, response variables, participant or individual variables and mediating variables"*. *Situational variables* describe characteristics of circumstances or surroundings (Cozby, 2003, p.56). *Response variables* are "responses or behaviours of individuals, such as reaction time, performance on a cognitive task, and helping a victim in an emergency" (Cozby, 2003, p.56). *Participant or individual variables* are "the characteristics of individuals, including gender, intelligence, and personality traits such as extraversion" (Cozby, 2003, p.56). *Mediating variables* are "psychological processes that mediate the effects of a *situational variable* on a particular response" (Cozby, 2003, p.57).

There are six types of variables, namely; *dependent variable, independent variable, categorical variable, intervening variable, continuous variable, and moderating variable* (Fagbohungbe, 1993; Tavakoli, 2012). An *independent variable* is a variable that can be changed or manipulated by the researcher in an experiment and the researcher usually knows the value of the *independent variables* before the experiment is performed (Cozby,2003; Fagbohungbe, 1993). *Independent variables* are the speculated causes that are believed to affect the *dependent variable* (Creswell, 2013). A *dependent variable* is a variable that may or may not be changed in an experiment because of the manipulation of the *independent variable* by the researcher, who does not know the value of the *dependent variable* prior to the time the experiment is being carried out or performed (Cozby, 2003, p.56; Creswell, 2013, p.157; Fagbohungbe, 1993, p.20). "The *dependent variable* is the response or the criterion variable that is presumed to be caused by or influenced by the independent treatment conditions and any other *independent variables*" (Creswell, 2013). A *dependent variable* is the end result which a researcher is interested in measuring.

A categorical variable is a variable which can take on specific values within a defined range of values (Tavakoli, 2012, p.49). A *continuous variable* is "a variable that is measured on interval or ratio scales of measurement" (Tavakoli, 2012, p.106). *An intervening variable* is "an abstract theoretical label which is applied to the relationship or process that links the *independent variables*" and the *dependent variables* but is not directly observable (Tavakoli, 2012, p.294). *A moderator variable* is a specific type of variable that the researcher has chosen to determine how, if at all, "the relationship between the *independent* and *dependent variables* is affected or moderated" by the *moderator variable* (Tavakoli, 2012, p.368).

The *independent variables* in this study are communication effectiveness, grievance-handling, managerial style and motivation role, while the *dependent variables* are the relationships between the employees and management, employee motivation and employee satisfaction. The *categorical variables* in this study are the demographical or biographical data such as age, gender, higher educational qualification, position held, ethnicity, marital status, salary and length of service. One *independent variable* will be tested with each *dependent* variable separately in the analysis.

3.11 Validity and reliability

According to Fagbohungbe (1993), "reliability is the accuracy or precision of a measuring instrument and its absence of error measurement" (Fagbohungbe, 1993, p.48). Reliability is "the extent to which measurement methods and procedures yield consistent results in a given population in different circumstances" (Tavakoli, 2012, p.538). There are "two major ways of estimating reliability: *rater reliability* and *instrument reliability*" (Tavakoli, 2012, p.540). There are three principal methods of testing the reliability of a measure or instrument which are: the *test-retest method*, the *split-half method* and the *equivalence method* (alternative or parallel form) (Fagbohungbe, 1993, p.48). The *test-retest method* involves the determination of the coefficient of reliability by giving the same test to the same group more than once and then calculating the coefficient between the responses (Fagbohungbe, 1993). The *split-half* method involves splitting into two halves, either by comparing the first 50 per cent with the latter 50 per cent, or by comparing the odd numbered questions with the even numbered question and then correlating the scores (Fagbohungbe, 1993). The *equivalence method* is the process where reliability is based on the correlation between two similar forms of the same test (Tavakoli, 2012).

According to Cozby (2003, p.72), "validity refers to 'truth' and the accurate representation of information". The validity is "any the degree to which a study and its results correctly lead to, or support, exactly what is claimed" (Tavakoli, 2012, p.699). "Validity is the extent to which differences in scores in an instrument reflect true differences among individuals, groups or a situation that is being measured" (Cozby, 2003, p.72). Research can involve three types of validity: *construct validity*, *internal validity*, and *external validity* (Bhattacherjee, 2012; Cozby, 2003; Tavakoli, 2012).

Internal validity refers to the capacity to bring out a result about causal relationships from data, while *external validity* relates "to the degree to which results can be generalised to other populations and settings" (Cozby, 2003, p.72-73; Creswell, 2013). "Can the results be replicated with other operational definitions of the variables, with different participants, in other settings?" is the question the study must answer in order to obtain *external validity*. (Cozby, 2003, p.73; Creswell, 2013).

There are several threats to validity that will raise questions about an experimenter's ability to conclude that the intervention affects an outcome and not some other factor (Creswell, 2013). "*Internal validity* threats are experimental procedures, treatments or experiences of the participants that threaten the researcher's ability to draw correct inferences from the data about the population in an experiment" and "*external validity* threats arise in situations where experimenters draw incorrect inferences from the sample data to other persons, other frameworks and the past or future circumstances" (Cresswell, 2013, p.158-159)

The respondents in this study were selected randomly so their uniqueness had the probability of being shared equally among the experimental group. This helped in overcoming the *internal validity* threats. The questionnaire used in this research was subjected to the '*face validity*' and '*construct validity*' test and met the standard for validity. *Face validity* is a facet of validity that indicates the degree to which a measurement procedure appears to measure what it supposed to measure (Tavakoli, 2012, p.219). It involves the judgement of the researcher or of the research participant that the indicator really measures the construct (Tavakoli, 2012, p.219). Construct validity is a type of validity which deals with the degree to which the instruments used in a study measure the objective or construct that is being examined (Tavakoli, 2012, p.100). The questions were formulated based on the key objectives of the study, and the validity of the questions was

tested in conformity with the research objectives by using the Chi-square test to test the hypotheses.

Cronbach's alpha was used to assess the reliability of the questionnaire, and it was calculated separately with the IBM SPSS statistics 23 version for each question. Cronbach's alpha accepts a reliability of 0.7 or < 0.6 for the measuring instrument used in the research, and the outcome showed that the questionnaire used in this study was reliable (Tavakoli, 2012). Cronbach's alpha is "an approach to estimating the internal consistency reliability of a measuring instrument" (Tavakoli, 2012, p.136) and it measures the degree to which the items in an instrument are related (Tavakoli, 2012, p.136). The study was carried out scientifically with research questions and objectives; the sample size met the selected research design and the sampling techniques were appropriate for the study. Therefore, the outcomes of the study are considered to be reliable.

3.12 Summary

In this chapter, the research methodology chosen for this study was broadly discussed. The reasons for using a research design that was experimental or explanatory were discussed. The use of a survey employing a structured questionnaire for obtaining data, the research setting, the statistical analysis and the variables were also declared. The target population, the accessible population and the sources of data were also defined in this chapter. The use of the methodology declared in this chapter will facilitate the assessment of the employee-management relationship in the Zenith Bank Plc. in Lagos, Nigeria. The methodology related to the objectives of the study and helped in providing the appropriate statistical analysis for the study. In the next chapter, the data collected through questionnaires will be presented, interpreted and analyse.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND RESULTS

4.1 Introduction

This chapter deals with the presentation, interpretation and analysis of the data collected through questionnaires from the respondents. In analysing the data, statistical techniques were employed. The data on the questionnaires is presented using frequency tables and simple percentages and a detailed analysis presented thereafter. The testing of the formulated hypotheses was undertaken using the Chi-square test to measure the difference between the observed and the expected values of the data collected, and to test the existence of the relationships predicted in the hypotheses.

The use of Chi-square test was determined by the nature of the variables; the ordinal level of measurement used for the data, and the multivariate nature of predicting the relationships between the variables in the research hypotheses. Random sampling techniques were used and the data analysis and the interpretations were based on the 50 questionnaires that were returned by the respondents.

The factual discoveries made in this chapter will be summarised in the next chapter, along with the appropriate recommendations.

4.2 Research objectives:

This research project aimed to examine the relationship between the management and employees of Zenith Bank Plc. in Lagos, Nigeria. The study, therefore, sought to achieve the following objectives:

4.2.1 To determine how effective communication impacts on the relationship between the management and employees of Zenith Bank Plc.

4.2.2 To examine the role motivation plays on the relationship between the management and employees of Zenith Bank Plc.

4.2.3 To explore how managerial style affects employees' motivation in this bank.

4.2.4   To examine whether the employees of Zenith Bank Plc. are satisfied with the manner in which grievances are handled.

4.3 Measure of central tendency

The measure of central tendency is the statistical measure that illustrates the middle of a distribution. "Central tendency is the central point in the distribution that describes the most typical behaviour of a group" (Tavakoli, 2012, p.55). "It is a number that is a summary that you can think of as indicating where on the variable most scores are located; or the score that everyone scored around; or the typical score; or the score that serves as the address for the distribution as a whole" (Tavakoli, 2012, p.55). The most frequent measure of central tendency is mean, mode, and median (Tavakoli, 2012). The mean, mode, and median for this study will be highlighted in this section. Measure of central tendency was used in the study to show the descriptive statistics of the ordinal variables and nominal variables in section A of the questionnaire. It helps to describe and make precise statements about the nominal and ordinal data in the study. The central tendency of the gender distribution, salary distribution and marital status were selected because they are categorical variables that have more impact on the results of the study. Furthermore, they were selected because of their effect on communication, motivation, management style, and due to limited time available for the study.

The mean is the total value of scores in the distribution divided by the total number of scores (Tavakoli, 2012, p. 346). The mean is denoted as:

$$\bar{X} = \frac{\sum X}{N}$$

Where $\bar{X}$ (read as *X*-bar) = mean

   X = value in the distribution

   $\sum$ = summation

   N = total number of scores (Tavakoli, 2012, p. 346).

The mean for grouped data is denoted as: $\bar{X} = \frac{\sum fx}{\sum N}$

Where $\bar{X}$ = mean

   $\sum$ = summation

   f = Frequency

   x = Mid-point of each class in the distribution

   N = total number of cases in the distribution (Tavakoli, 2012).

Mode indicates which score in the distribution occurs most often, or has the highest frequency (Tavakoli, 2012). The mode is denoted as: $M_o = L_{mo} + \frac{d_1}{d_1+d_2}(i)$

Where M_o = mode

L_{mo} = lower limit of the modal class

d_1 = difference between the frequency of the modal class and the frequency the class immediately preceding it in the distribution.

d_2 = difference between the frequency of the modal class and the frequency of the class immediately following it in the distribution.

i = size of the interval of the modal class (Tavakoli, 2012, p. 368).

The mode for grouped data is denoted as: $M_o = L_{mo} + \frac{(F_2-F_1)}{(F_2-F_1)+(F_3-F_2)}C$

Where L_{mo} = lower limit of the modal class

F_1 = frequency of the modal class

F_2 = frequency of the preceding class

F_3 = frequency of the following class

C = size of the interval

The median is the middle value or score of a distribution (Tavakoli, 2012, p.353). It the half -way between the highest and the lowest values of a score. The median is denoted as:

$$M_d = L_{md} + \frac{(N/2-CF)}{f_{md}}(i)$$

Where M_d = median

L_{md} = lower limit of the median

N = total number of frequencies

CF = cumulative frequencies for the class immediately below the class containing the median.

f_{md} = frequency of the median class

i = size of the interval of the median class. (Tavakoli, p.353)

Table 4.3.1 *Frequency of Zenith Bank Employees' Monthly Salaries*

Monthly Salary (₦)	Number of Employees (*f*)	Cumulative Frequency	Class Mark (x)	Class Boundary	*fx*
1000.00-49 999	2	2	25 499.5	999.5 – 49 999.5	50 999
50 000-99 999	11	13	74 999.5	49 999.5 – 99 999.5	824 994.5
100 000-199 999	13	26	149 999.5	99 999.5 – 199 999.5	1 949 993.5
200 000-999 999	24	50	599 999.5	199 999.5 – 999 999.5	14 399 988
Total		50			17 225 975

Source: Field Survey 2016

Using the data from Table 4.3.1, the mode was:

$$M_o = L_{mo} + \frac{(F_2 - F_1)}{(F_2 - F_1) + (F_3 - F_2)} C$$

Thus, the class with the highest frequency was (200 000 – 999 999),

$= 199\ 999.5 + \frac{24 - 13}{(24 - 13) + (24 - 0)} \text{ x } 100$

$= 199\ 999.5 + \frac{11}{(11 + 24)} \text{ x } 100$

$= 199\ 999.5 + \frac{11}{(35)} \text{ x } 100$

$= 199\ 999.5 + 0.314 \text{ x } 100$

$= 199\ 999.5 + 31.4$

$= 200\ 030.\ 9$

The median of the data from Table 4.3.1 was:

$$M_d = L_{md} + \frac{(N/2 - CF)}{f_{md}} \quad (i)$$

$M_d = 999\ 999.5 + \frac{50/2 - 50}{0} \text{ x } 100$

$M_d = 999\ 999.5 - 25 \times 100$

$M_d = 999\ 999.5 - 2500$

$M_d = 997\ 499.5$

The mean of the data from Table 4.3.1 was:

$$\bar{X} = \frac{\sum fx}{\sum N}$$

$$\bar{X} = \frac{17\ 225\ 975}{50}$$

$$\bar{X} = 344\ 519.5$$

Table 4.3.2 *Gender Distribution of the Respondents*

Gender	Frequency
Male	24
Female	26
Total	50

Source: Field Survey 2016

The mode of the data from the Table 4.3.2 was 'female' because they had the most frequent score in the nominal scale. The mean of the gender distribution from Table 4.3.2 was:

$$\bar{X} = \frac{\sum fx}{\sum N}$$

$$\bar{X} = \frac{24 + 26}{2}$$

$$\bar{X} = \frac{50}{2}$$

$$\bar{X} = 25$$

Table 4.3.3 *Marital Status Distribution of the Respondents*

Marital Status	Frequency
Single	17
Married	29
Divorced	2
Widowed	2
Total	50

Source: Field Survey 2016

The mean of the marital status from Table 4.3.3 data was:

$$\bar{X} = \frac{\sum fx}{\sum N}$$

$$\bar{X} = \frac{17 + 29 + 2 + 2}{4}$$

$$\bar{X} = \frac{50}{4}$$

$$\bar{X} = 12.5$$

The mode was estimated as: 2, 2, 17, 29

Therefore, the most frequent figure in the distribution was 2, and the mode from Table 4.3.3 was 2.

4.4 Testing of the hypothesis

4.4.1 Hypothesis testing

A total of 50 questionnaires were returned from the 65 questionnaires that were distributed to the Zenith bank employees. According to Asika (1991), hypotheses are testable opinions, ideas or assumptions in an attempt to arrive at a standardised and reasonable conclusion. An hypothesis is a tentative statement of the relationship between two or more variables and its validity remains to be tested and becomes the basis for further investigation (Tavakoli, 2012, p.265). It is a proposition about the factual and conceptual elements; it is a brilliant guess about the solution to a problem (Tavakoli, 2012, p.265).

An hypothesis is an assertion or conjecture about the distribution of one or more random variables (Odugbemi & Oyesiku, 2000). A null hypothesis (H_0) is the assumption that there is no difference

between the hypothesis and the sample result (Bhattacherjee, 2012; Creswell, 2013, p.134), and it implies that nothing has changed from the previous observation (Odugbemi & Oyesiku, 2000). The null hypothesis states that the independent variable had no effect (Cozby, 2003, p.134; Tavakoli, 2012, p.415). An alternative hypothesis (H_1) describes the explanation not covered by the null hypothesis (H_0). The Chi-square test was chosen to test the hypotheses of this study because the nature of the questions focused on the association between groups, and the questions had one *independent* and one *dependent* variable each.

4.4.2 The decision rules

The decisions rule is that if X^2_c is greater than or equal to $\geq X^2_t$, the null hypothesis (H_0) is rejected at a 5 per cent level of significance (α). Otherwise, the null hypothesis will be accepted at a 5 per cent significance level (α). This is shown statistically as the following:

$X^2_c > X^2_t$ reject H_0 and accept H_1

$X^2_c < X^2_t$ accept H_0 and reject H_1

4.5 Presentation of data and analysis:

The questionnaire was divided into two sections, A and B. Section A's questions focussed on the personal information of the respondents, for example, age, gender, the length of service, etc… Section B's questions were centred on the subject matter based on the research objectives that were stated earlier.

4.6 Presentation of data and analysis of Section A: biographical data
Figure 4.6.1 Respondent groups
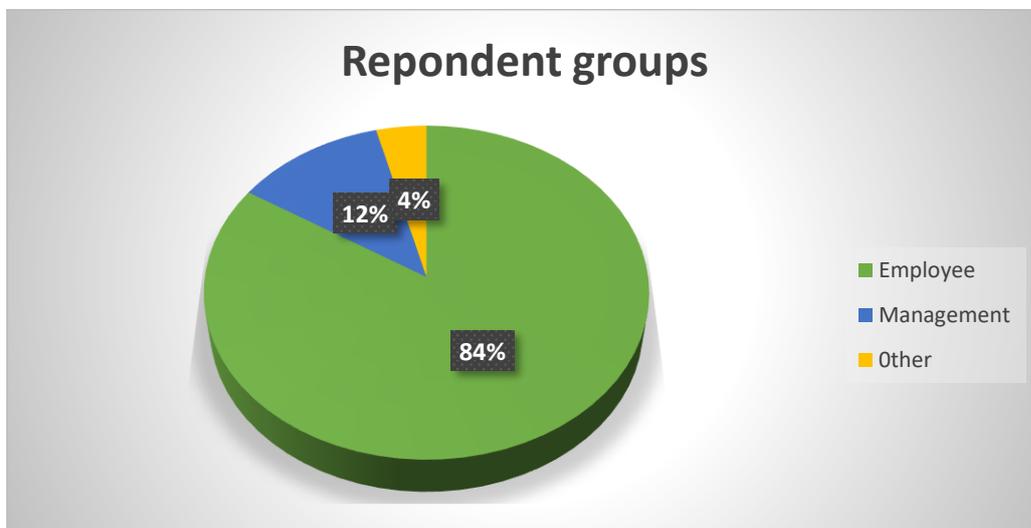
Figure 4.6.1 illustrates the distribution of the participants, 84 per cent representing the number of non-managerial employees that participated, 12 per cent representing the management representatives and 4 per cent of 'other'. Other in this context means those who did not fall into the other two categories as they did not indicate their positions in the bank.

Table 4.6.1 *Age Distribution*

Age	Frequency	Percent (%)	Cumulative percent (%)
21 – 30	15	30	30
31 – 40	10	20	50
41 years and above	9	18	68
Missing	16	32	100
Total	**50**	**100**	

Source: Field Survey 2016

The table 4.6.1 shows that a significant number of the respondents (32 %) chose not to reveal their age. The highest age group of respondents who chose to indicate their age was that of the 21 to 30 year olds, at 30 per cent, and those respondents were followed by the respondents between the ages of 31 and 40 years, comprising of 20 per cent of the sample; while the respondents aged 41 years and above comprised the lowest percentage of the sample in this study at only 18 per cent. This result indicates that a significant number of the staff employed by Zenith Bank Plc. was aged between 21 and 30 years, because the management of the bank has a strong belief in the youth's strength, ability, courage and contribution to the development of the bank.

Table 4.6.2 *Educational Qualification*

Educational qualification	Frequency	Percent (%)	Cumulative percent (%)
Grade 12 (SSCE)	1	2	2
Post-SSCE/Diploma	3	6	8
Degree(s)	25	50	58
Post-Graduate Degree(s)	21	42	100
Total	**50**	**100**	

Source: Field Survey 2016

From the above table, 50 per cent of the respondents had a University Degree(s); this group was followed by Post-Graduate Degree(s) holders at 42 per cent; 6 per cent had Post SSCE/Diplomas; while 2 per cent only had their SSCEs. This indicated that Zenith Bank Plc. preferred employees who at least had a University Degree to those applicants without a Degree.

Table 4.6.3 *Gender Distribution*

Gender	Frequency	Percent (%)	Cumulative percent (%)
Male	24	48	46
Female	26	52	100
Total	50	100	

Source: Field Survey 2016

This table shows that more female employees participated in this study than male employees as the female respondents constituted the majority with 52 per cent against 48 per cent of males. This reveals that there were significantly more female employees than male employees at Zenith Bank plc. Furthermore, the outcome of the gender distribution correlated with Nyberg et al.'s (2005) study discussed in Chapter 2, which revealed that more females than males participated in their study, and that female managers were more transformational than male managers and engaged in more of the contingent reward behaviour which is more a component of transactional leadership. The bank's management therefore needs to identify and address the weak points for each leadership style, and a critical study of these differences will appease both genders in leadership positions and foster good employee-employer relationships and organisational growth. Lojpur et al.'s (2015), argument in Chapter 2 conversely did not support gender as the characteristic that influenced the choice of leadership style among the Montenegrin managers in their study; instead they determined that internal characteristics such as managerial orientation to the job, the hierarchical level, the decision making style and the decision-making environment influenced the leadership style.

Table 4.6.4 *Marital Status*

Marital status	Frequency	Percent (%)	Cumulative percent (%)
Married	29	58	58
Single	17	34	92
Divorced	2	4	96
Widowed	2	4	100
Total	**50**	**100**	

Source: Field Survey 2016

Table 4.6.4 above shows that the majority of the respondents at Zenith Bank Plc. were married (58%), while 34 per cent of the respondents were single. Most of the Zenith Bank Plc. employees were thus either married or single. A further 4 per cent of the respondents were widowed, while the remaining 4 per cent were divorced.

Table 4.6.5 *Length of Service*

Length of service	Frequency	Percent (%)	Cumulative percent (%)
Below 5 years	16	32	32
5 – 10 years	15	30	62
11 – 15 years	11	22	84
16 years and above	8	16	100
Total	**50**	**100**	

Source: Field Survey 2016

Table 4.6.5 above indicates that 32 per cent of the respondents have spent less than five years in their jobs in the bank under study, while 30 per cent of the respondents have spent between 5 and 10 years in Zenith bank. A further 22 per cent have had between 11 and 15 years of experience in the bank, while the remaining 16 per cent have worked for the bank for 16 years or more. This outcome reveals that most of the employees were still relatively new in the bank as they had less than five years' experience.

Table 4.6.6 *Position in the Organisation*

Position held in organisation	Frequency	Percent (%)	Cumulative percent (%)
Junior Staff	21	42	42
Senior Staff	21	42	84
Management Staff	6	12	96
Other	2	4	100
Total	**50**	**100**	

Source: Field Survey 2016

The table above shows that of the participants, the junior and senior staffs were equally distributed, at 42 per cent each; and 12 per cent of the respondents were management staff. Four per cent represented workers who did not fall into the other three categories.

Table 4.6.7 *Monthly Salary*

Monthly salary	Frequency	Percent (%)	Cumulative percent (%)
Below ₦50 000	2	4	4
₦50 000 –₦100 000	11	22	26
₦101 000 – ₦200 000	13	26	52
₦201 000 & above	24	48	100
Total	**50**	**100**	

Source: Field Survey 2016

Table 4.6.7 shows that most of the respondents (46%) earned ₦201 000 and above monthly, while 26 per cent of the respondents' monthly earnings were between ₦101 000 and ₦200 000. It also shows that 24 per cent of the respondents' earned a monthly salary of between ₦50 000 and ₦100 000, while the smallest percentage of respondents (4%) reported monthly earnings below ₦50 000. This salary range indicated some degree of employees' satisfaction with what they earned at the bank, and this could enhance the employer-employee relations.

4.7 Presentation of data and analysis of Section B of the questionnaire

In this section, a detailed discussion of the data will be presented under each objective in the paragraphs below.

Objective one: **To determine how effective communication impacts on the relationship between the management and employees of Zenith Bank Plc.**

Hypothesis One

H_0 – Communication had no significant effect on employee-management relations.

H_1 – Communication had a significant effect on employee-management relations.

Statistical Analysis

Questions 1, 2, 3, 4, 5, 6, and 7 from section B of the questionnaire (Appendix C) formed the basis for the testing of hypothesis one.

Table 4.7.1 *The Effect of Communication on Employee-Management Relations – Questions 1 to 7*

No.	Questions	Yes	Percentage (%)	No	Percentage (%)	Total
1	Effective communication enhances a good relationship between employees and employer.	49	98	1	2	50
2	The communication practices that exist in the bank promote good human relations in the bank.	46	92	4	8	50
3	My boss communicates politely with me when asking me to do something.	34	68	16	32	50
4	Upward and downward communication enhances good human relations in the bank.	44	88	6	12	50
5	The communication practices that exist promote immediate feedback.	45	90	5	10	50
6	Immediate feedback enhances a good relationship between management and employees of the bank.	49	98	1	2	50
7	An 'exit interview' is granted to employees leaving the bank.	15	30	35	70	50

Source: Field Survey 2016

In question 1, 98 per cent of the respondents agreed that effective communication enhanced good relationships between employees and employer, while only two per cent disagreed with the statement. 92 per cent of the respondents in question 2 claimed that the communication practices that existed in Zenith bank promoted good human relations in the bank, while 8 per cent did not agree. From question 3 it was evident that the employer communicated politely when asking them to do something in Zenith Bank Plc., as 68 per cent responded positively while 32 per cent disagreed that this was the case.

Question 4 dealt with the upward and downward communication in the bank; 88 per cent agreed that upward and downward communication enhanced good human relations in Zenith Bank Plc, while 12 per cent disagreed that this was the case. 90 per cent of the respondents in question 5 agreed that the communication practices that existed promoted immediate feedback, while 10 per cent disagreed.

In response to question six, 98 per cent of the respondents claimed that immediate feedback enhanced good relationships between the management and the employees of the bank, while 2 per cent disagreed. The responses to question 7 showed that 30 per cent agreed with the statement that an 'exit interview' was granted to employees leaving the bank, while 70 per cent disagreed that an exit interview was granted at that point.

Figure 4.7.1 The effect of communication on employee-management relations – questions 1 to 7
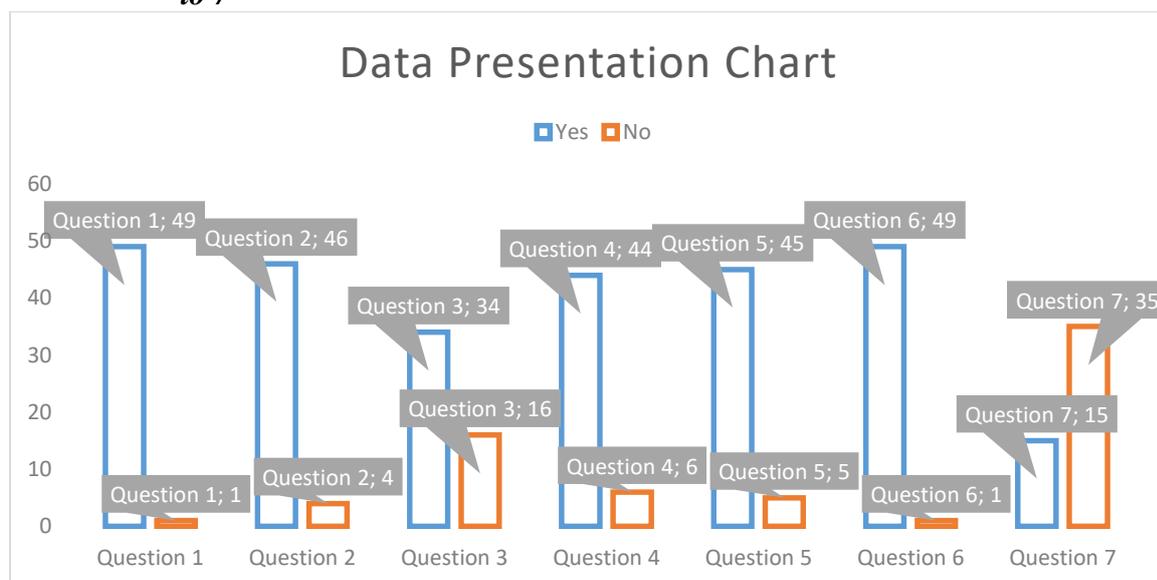
Source: Field Survey 2016

Table 4.7.2 *Contingency Table of the Observed Frequency of Questions 1 to 7*

Observed values	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Total
Yes	49	46	34	44	45	49	15	282
No	1	4	16	6	5	1	35	68
Total	50	50	50	50	50	50	50	350

Source: Field Survey 2016

Expected values calculation based on Table 4.7.2 above:

Expected value $= \dfrac{(Row\ Total)\ X\ (Column\ Total)}{N}$

N = Grand total

Q1 (Yes) $= \dfrac{(282)\,X\,(50)}{350}$

Q1 (Yes) $= \dfrac{14100}{350}$

Q1 (Yes) = 40.285714

Expected value for Q1 (Yes) = 40.29

Expected value for Q2 (Yes) = 40.29

Expected value for Q3 (Yes) = 40.29

Expected value for Q4 (Yes) = 40.29

Expected value for Q5 (Yes) = 40.29

Expected value for Q6 (Yes) = 40.29

Expected value for Q7 (Yes) = 40.29

Q1 (No) $= \dfrac{(68)\,X\,(50)}{350}$

Q1 (No) $= \dfrac{3400}{350}$

Q1 (No) = 9.7142857

Expected value for Q1 (No) = 9.71

Expected value for Q2 (No) = 9.71

Expected value for Q3 (No) = 9.71

Expected value for Q4 (No) = 9.71

Expected value for Q5 (No) = 9.71

Expected value for Q6 (No) = 9.71

Expected value for Q7 (No) = 9.71

Table 4.7.3 *Calculation of Chi-square*

		O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$\dfrac{(O_i - E_i)^2}{E_i}$
Q1 (Yes)		49	40.29	8.7	75.69	1.8786
(No)		1	9.71	-8.7	75.69	7.7950
Q2 (Yes)		46	40.29	5.7	32.49	0.8064
(No)		4	9.71	-5.7	32.49	3.3460
Q3 (Yes)		34	40.29	-6.3	39.69	0.9851
(No)		16	9.71	6.3	39.69	4.0875
Q4 (Yes)		44	40.29	3.7	13.69	0.3397
(No)		6	9.71	-3.7	13.69	1.4098
Q5 (Yes)		45	40.29	4.7	22.09	0.5482
(No)		5	9.71	-4.7	22.09	2.2749
Q6 (Yes)		49	40.29	8.7	75.69	1.8786
(No)		1	9.71	-8.7	75.69	7.7950
Q7 (Yes)		15	40.29	-25.3	625	15.5125
(No)		35	9.71	25.3	625	64.3666
Total		**350**	**350**	**0**	**1768.68**	**113.02**

Source: Field Survey 2016

Thus, $X^2_c = \sum \left(\dfrac{(O_i - E_i)^2}{E_i} \right)$

$\therefore X^2_c = 113.02$

Determination of critical value

To obtain X^2_t

Degree of freedom (df)

Where R = numbers of rows

C = numbers of columns

The degree of freedom = (R-1) (C-1)

$= (2 - 1) (7 - 1)$

$= 1 \times 6 = 6$

The level of significance (α) was 5 per cent and the degree of freedom was 6, the critical value

$= 12.592$

Thus $X^2_t = 12.592$

Decision rule:

$X^2_c > X^2_t$ reject H_0 and accept H_1

$X^2_c < X^2_t$ accept H_0 and reject H_1

Since X^2_c 113.02 was greater than X^2_t 12.592, H_0 was rejected and H_1 was accepted.

Interpretation of the results for questions 1 to 7

In Table 4.7.1, question 1 shows that 98 per cent of the respondents agreed that effective communication enhanced good relationships between the employees and the employer, yet 2 per cent disagreed. Question 2 shows that 92 per cent claimed the communication practices that existed in Zenith bank promoted good human relations in the bank, even though 8 per cent disagreed. In question 3, 68 per cent stated that the employer communicated politely when giving a task, nevertheless 32 per cent disagreed that this was always the case.

Question 4 shows that 88 per cent agreed that upward and downward communication enhanced good human relations in Zenith Bank Plc., however 12 per cent of the participants disagreed. In question 5, 90 per cent agreed that the communication practices that existed promoted immediate feedback, yet 10 per cent disagreed. Question 6 shows that 98 per cent of the respondents claimed immediate feedback enhanced good relationships between the management and the employees of the bank, yet 2 per cent disagreed. Question 7 showed that 30 per cent of the respondents agreed that an 'exit interview' was granted to employees leaving the bank, but 70 per cent disagreed that these interviews took place.

Fowler and Owiti (2002) explained that communication was key to smooth employer-employee relations and an organisation's success, and the responses gathered from the respondents of this study were in agreement. Boyes (2010) qualified this by stating that good communication helped avoid unclear messages and made the passage of instructions clear and understandable. As mentioned in Chapter Two, Dumebi and Aduloju (2010) also posited that communication was a mechanism that created mutual understanding between the management and employees in any organisation.

H_1 stated that communication had a significant effect on employee-management relations. Therefore, based on the Chi-square test carried out on the first hypothesis, H_0 was rejected as the

Chi-square calculated (X^2_c) 113.02 was greater than the Chi-square tabulated (X^2_t) 12.592 at a 0.05 level of significance, thus H_1 was accepted. The acceptance of this research hypothesis means that the *independent variable* did influence the *dependent variable* of this study. According to Robbins and DeCenzo (2008, p.324), the number one reason why effective communication is important for managers is that: "everything managers does require and depends on communication". Furthermore, a manager cannot make decisions or develop strategies without the availability of information, and this information has to be communicated before and after the decision has been made by management (Robbins & DeCenzo, 2008). Therefore, effective communication skills are necessary for every manager to be successful in his/her role. Communication helps people in conveying their needs, maintaining and building up sense of self, boosting relationship, achieving social commitment, and impacting others (Verderber & Verderber, 2005, p.12). Efficient and effective communication between employees and management, as mentioned in Chapter 2, creates a cooperative working environment that allows employees to thrive (Ojo & Abolade, 2014).

In the table 4.7.1 above, 98 per cent of the respondents agreed that effective communication enhanced good relationships between the employees and the employer, 92 per cent of the respondents to question 2 claimed that the communication practices that existed in Zenith bank promoted good human relations in the bank, and 88 per cent agreed that upward and downward communication enhanced good human relations in Zenith Bank Plc. Employees of Zenith bank were of the view that effective communication enhanced the relationship between management and employees, therefore, it could be concluded that there communication indeed had a significant effect on the employee-management relations.

The first research objective of this study was to explore the communication practices that existed between the management and staff of the bank, whereas the hypothesis sought to focus on whether or not communication had a significant effect of on employee-management relations. The first research objective agreed with the alternative hypothesis and this illustrated that communication had a significant effect on the employee-management relations in Zenith Bank Plc. On these grounds it could be concluded that if Zenith Bank aimed to enhance the relationship between the employees and management, then management should continue with the use of effective communication.

Objective two: **To examine what role motivation plays on the relationship between the management and employees of Zenith Bank Plc.**

Hypothesis Two

H_0 - Motivation had no significant effect on employee-management relations.

H_1 – Motivation had a significant effect on employee-management relations.

Statistical Analysis

Questions 8, 9, 10, 11, 12, and 13 of the questionnaire (Appendix C) formed the basis for the testing of hypothesis two.

Table 4.7.4 *The Effect of Motivation on Employee-Management Relations - Questions 8 to 13*

No.	Questions	Yes	Percentage (%)	No	Percentage (%)	Total
8	Zenith bank's top management is interested in motivating its employees.	40	80	10	20	50
9	The bank's policies motivate employees to achieve its aims and objectives.	40	80	10	20	50
10	The bank work environment motivates and enhances my performance.	38	76	12	24	50
11	Recognition and appreciation of my work performance motivates me.	45	90	5	10	50
12	Safety of employees is top priority for management.	27	54	23	46	50
13	Motivation smoothens the relationship between the management and employees.	46	92	4	8	50

Source: Field Survey 2016

With respect to question 8, 80 per cent of the respondents agreed that Zenith Bank's top management was interested in motivating its employees, while 20 per cent disagreed; whereas in question 9 it was revealed that 80 per cent of the respondents agreed that the bank's policies motivated employees to achieve its aims and objectives, while 20 per cent disagreed.

In the responses to question 10, 76 per cent of the respondents claimed that the bank's work environment motivated them and enhanced their performance, while 24 per cent disagreed. The majority of the respondents in question 11 (90%) claimed that recognition and appreciation of their work performance motivated them, and only 10 per cent disagreed that this was the case. In question 12, 54 per cent of the respondents agreed that the safety of the employees was a top priority of the management of Zenith Bank, while 46 per cent disagreed. Finally, in question 13 most of the respondents (92%) claimed that motivation smoothed the relationship between the management and employees, while 8 per cent disagreed with the statement.

Figure 4.7.2 The effect of motivation on employee-management relations - questions 8 to 13
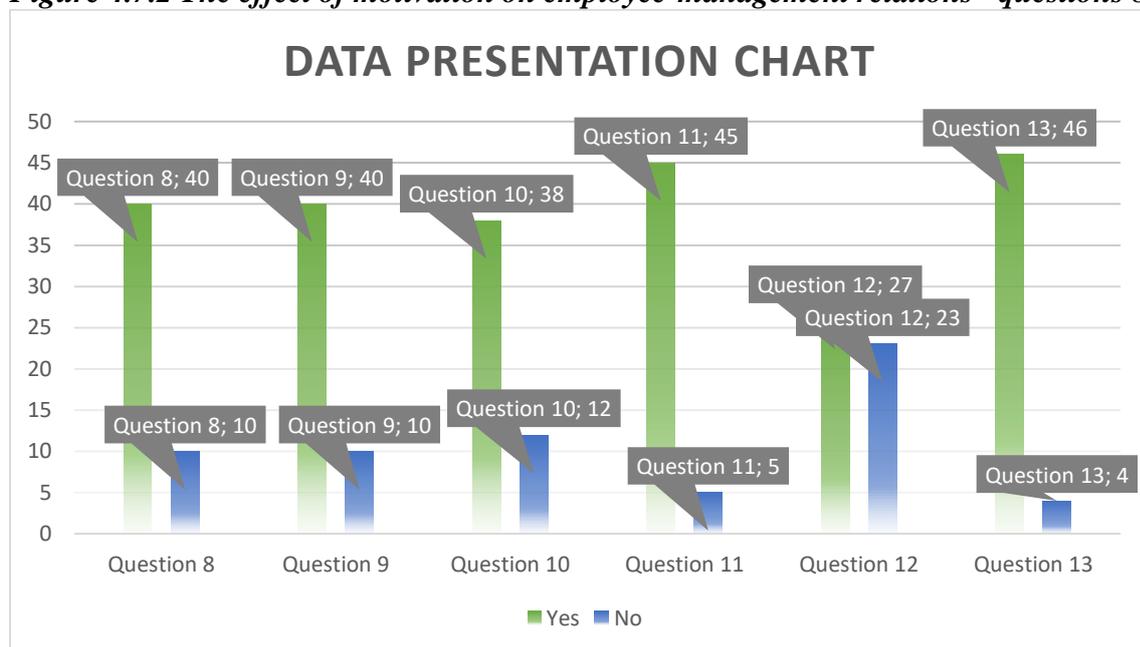
Source: Field Survey 2016

Table 4.7.5 *Contingency Table of Observed Frequency of Questions 8 to 13*

Observed values	Q8	Q9	Q10	Q11	Q12	Q13	Total
Yes	40	40	38	45	27	46	236
No	10	10	12	5	23	4	64
Total	**50**	**50**	**50**	**50**	**50**	**50**	**300**

Source: Field Survey 2016

Calculation of the expected values from Table 4.7.5 above:

$$\text{Expected value} = \frac{(Row\ Total)\ X\ (Column\ Total)}{N}$$

75

N = Grand total

$$Q8 \text{ (Yes)} = \frac{(236)X\ (50)}{300}$$

$$Q8 \text{ (Yes)} = \frac{11800}{300}$$

Q8 (Yes) = 39.333333

Expected value for Q8 (Yes) = 39.33

Expected value for Q9 (Yes) =39.33

Expected value for Q10 (Yes) = 39.33

Expected value for Q11 (Yes) = 39.33

Expected value for Q12 (Yes) = 39.33

Expected value for Q13 (Yes) = 39.33

$$Q8 \text{ (No)} = \frac{(64)X\ (50)}{300}$$

$$Q8 \text{ (No)} = \frac{3200}{300}$$

Q8 (No) = 10.6666

Expected value for Q8 (No) = 10.67

Expected value for Q9 (No) =10.67

Expected value for Q10 (No) = 10.67

Expected value for Q11 (No) = 10.67

Expected value for Q12 (No) = 10.67

Expected value for Q13 (No) = 10.67

Table 4.7.6 *Calculation of Chi-square*

	O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$\dfrac{(O_i - E_i)^2}{E_i}$
Q8 (Yes)	40	39.33	0.67	0.45	0.0114
(No)	10	10.67	- 0.67	0.45	0.0422
Q9 (Yes)	40	39.33	0.67	0.45	0.0114
(No)	10	10.67	-0.67	0.45	0.0422
Q10 (Yes)	38	39.33	-1.33	1.77	0.0450
(No)	12	10.67	1.33	1.77	0.1659
Q11 (Yes)	45	39.33	5.67	32.15	0.8174
(No)	5	10.67	-5.67	32.15	3.0131
Q12 (Yes)	27	39.33	-12.33	152.03	3.8655
(No)	23	10.67	12.33	152.03	14.2484
Q13 (Yes)	46	39.33	6.67	44.49	1.1311
(No)	4	10.67	-6.67	44.49	4.1696
Total	**300**	**300**	**0**	**462.68**	**27.56**

Source: Field Survey 2016

Thus, $X^2_c = \sum\left(\dfrac{(O_i - E_i)^2}{E_i}\right)$

$\therefore X^2_c = 27.56$

Determination of critical value

To obtain X^2_t

Degree of freedom (df)

The degree of freedom = (R-1) (C-1)

$$= (2 - 1)\,(6 - 1)$$

$$= 1 \times 5 = 5$$

The level of significance (α) was 5 per cent, the degree of freedom was 5, and the critical value

$= 11.070$

Thus $X^2_t = 11.070$

Decision rule:

Since X^2_c 27.56 was greater than X^2_t 11.070, thus H₀ was rejected and H₁ was accepted.

Interpretation of the results for questions 8 to 13

In Table 4.7.4, question 8 showed that 80 per cent of the respondents agreed that Zenith Bank's top management was keen to motivate its employees, however, 20 per cent stated otherwise. In question 9 it was revealed that 80 per cent of the respondents agreed that the bank's policies motivated employees to achieve its aims and objectives, but 20 per cent disagreed. In question 10, 76 per cent of the respondents claimed that the bank's work environment motivated them and enhanced their performance, while in contrast 24 per cent disagreed.

In question 11, 90 per cent of the respondents claimed that recognition and appreciation of their work performance motivated them, while 10 per cent were not motivated by this. Question 12 showed that 54 per cent of the respondents agreed that the safety of employees was a top priority of the management of Zenith Bank, and 46 per cent disagreed that this was the case. Question 13 revealed that 92 per cent claimed that motivation smoothed the relationship between the management and the employees, yet 8 per cent were of the contrary opinion.

H_1 states that motivation had a significant effect on the employee-management relations. Therefore, based on the Chi-square test carried out on the second hypothesis, H_0 was rejected as the Chi-square calculated (X^2_c) 27.56 was greater than the Chi-square tabulated (X^2_t) 11.070 at a 0.05 level of significance, thus H_1 was accepted. The acceptance of this research hypothesis meant that the *independent variable* did influence the *dependent variable* of this study. Thus, it could be concluded that motivation does have a significant effect on employee-management relations.

The second research objective was to examine the impact of motivation on the relationship between the management and the employees of Zenith bank Plc. while the hypothesis focused on testing if motivation had a significant effect on the employee-management relations. The second research objective of the study was met. The research objective aligned with the hypothesis and it agreed with most of the past motivation theories discussed in Chapter 2. It also revealed that motivation had a significant effect on the employee-management relations in Zenith Bank Plc. Based on this outcome, it could be concluded that if Zenith Bank aimed to improve the relationship between the management and the employees, management had to take the motivation of their staff seriously by continuously motivating them. Igo and Skitmore (2005) argued that satisfaction of the continuously changing needs of employees was a prerequisite for

the success of any organisation, and that the satisfaction of this need should be considered important.

Objective three: To explore how managerial style affects employees' motivation in this bank.

Hypothesis Three

H_0 – Managerial style had no important effect on the employees' motivation.

H_1– Management style had an important effect on the employees' motivation.

Statistical Analysis

Questions 14, 15, 16, and 17 from section B the questionnaire (Appendix C) formed the basis for the testing of hypothesis three.

Table 4.7.7 *Data Presentation of the Effect of Managerial Style on Employees' Motivation - Questions 14 to 17*

No.	Questions	Yes	Percentage	No	Percentage	Total
14	The bank's managerial style enhances my productivity.	37	74%	13	26%	50
15	My boss involved me in the decision-making that is connected to my department.	29	58%	21	42%	50
16	The bank's managerial style motivates me to do my best.	33	66%	17	34%	50
17	The bank's managerial style affects my performance.	37	74%	13	26%	50

Source: Field Survey 2016

Table 4.7.8 *Responses to Question 18.*

How would you describe the managerial style adopted in your bank?

| Responses	Frequency	Percentage (%)	Cumulative percent (%)
Autocratic	8	16	16
Democratic	7	14	30
Laissez-faire	4	8	38
Job- centred	30	60	98
Employees- centred	1	2	100
Total	50	100	

Source: Field Survey 2016

In question 14, 74 per cent of the respondents agreed that the bank's managerial style enhanced their productivity, while 26 per cent disagreed. In question 15, 58 per cent claimed that their employer involved them in decision-making that was connected to their department, while 42 per cent disagreed.

66 per cent of the employees agreed that the Zenith Bank's managerial style motivated them to do their best, while 34 per cent disagreed with this statement in question 16. Question 17 revealed that 74 per cent of the employees claimed that the bank's managerial style affected their performance, while 26 per cent disagreed.

The responses to question 18 shown in Table 4.7.8, showed that most of the respondents, (60%) agreed that the managerial style adopted by Zenith Bank was job-centred, while 16 per cent of the respondents claimed it was autocratic; 14 per cent agreed that it was democratic, 8 per cent claimed that it was *laissez- faire* and only 2 per cent of the respondents perceived it to be employee-centred.

Figure 4.7.3 Responses to question 18

RESPONSES TO QUESTION 18

- Employees-centred 2%
- Autocratic 16%
- Democratic 14%
- Laissez-faire 8%
- Job-centred 60%
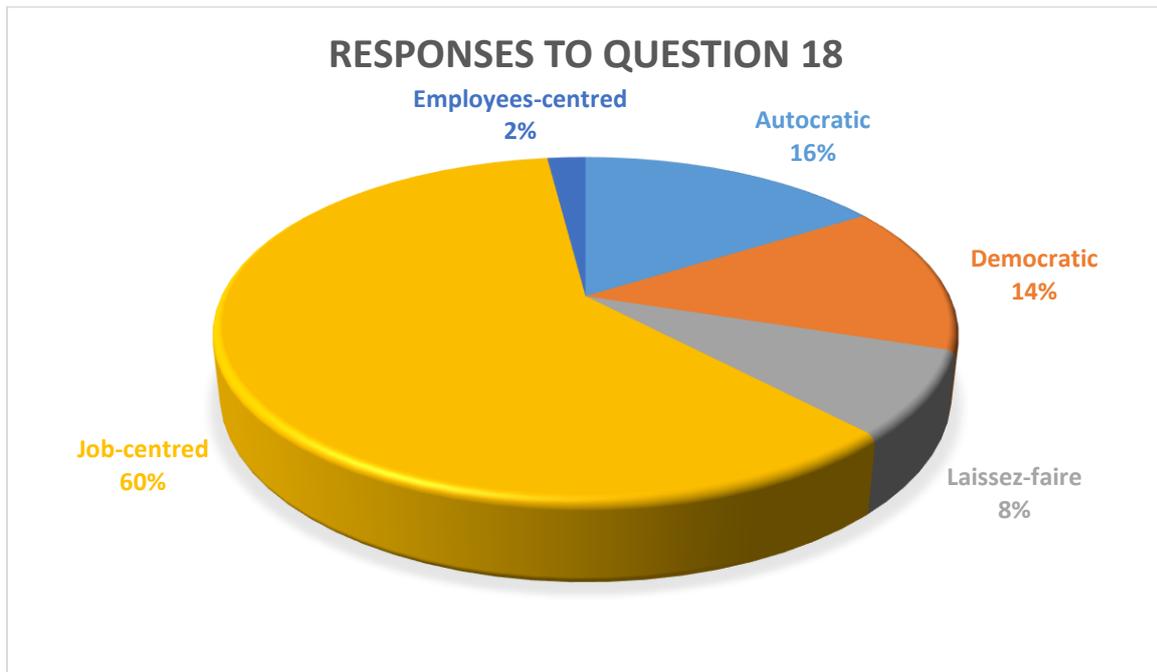
Source: Field Survey 2016

Figure 4.7.4 The effect of managerial style on employees' motivation - questions 14 to 17

Data Presentation Chart

Question 14; 37
Question 15; 29
Question 16; 33
Question 17; 37
Question 15; 21
Question 14; 13
Question 16; 17
Question 17; 13

■ Yes ■ No
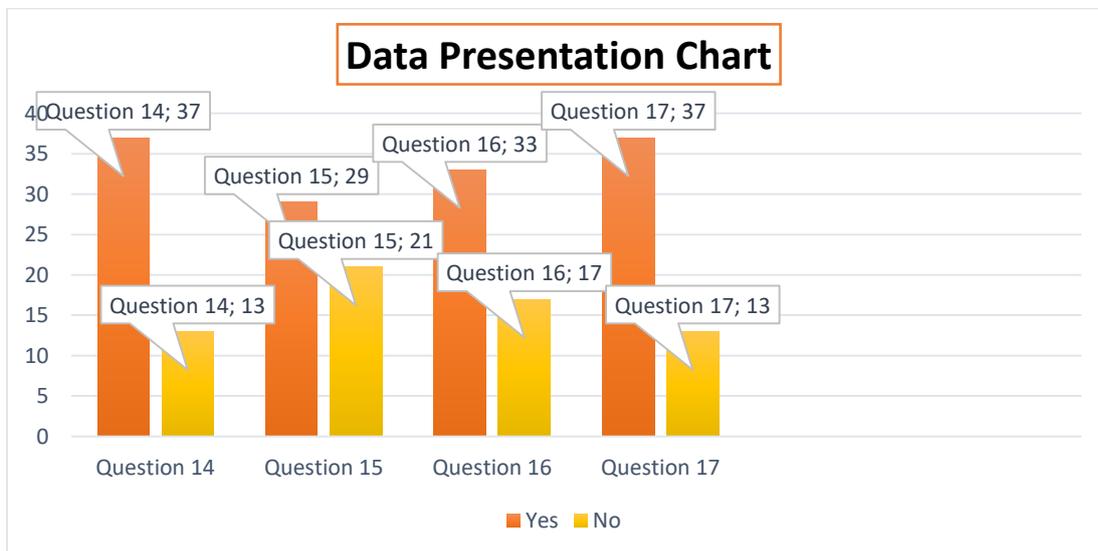
Source: Field Survey 2016

Table 4.7.9 *Contingency Table Frequency of Question of 14 to 17*

Observed values	Q14	Q15	Q16	Q17	Total
Yes	37	29	33	37	136
No	13	21	17	13	64
Total	50	50	50	50	200

Source: Field Survey 2016

Expected values calculated for Table 4.7.9 above:

$$\text{Expected value} = \frac{(Row\ Total)\ X\ (Column\ Total)}{N}$$

N = Grand total

$$Q14\ (Yes) = \frac{(136)X\ (50)}{200}$$

$$Q14\ (Yes) = \frac{6800}{200}$$

Q14 (Yes) = 34

Expected value for Q14 (Yes) = 34

Expected value for Q15 (Yes) = 34

Expected value for Q16 (Yes) = 34

Expected value for Q17 (Yes) = 34

$$Q14\ (No) = \frac{(64)X\ (50)}{200}$$

$$Q14\ (No) = \frac{3200}{200}$$

Q14 (No) = 16

Expected value for Q14 (No) = 16

Expected value for Q15 (No) = 16

Expected value for Q16 (No) = 16

Expected value for Q17 (No) = 16

Table 4.7.10 *Calculation of Chi-square*

	O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$\dfrac{(O_i - E_i)^2}{E_i}$
Q14 (Yes)	37	34	3	9	0.2647
(No)	13	16	-3	9	0.5625
Q15 (Yes)	29	34	-5	25	0.7352
(No)	21	16	5	25	1.5625
Q16 (Yes)	33	34	-1	1	0.0294
(No)	17	16	1	1	0.0625
Q17 (Yes)	37	34	3	9	0.2647
(No)	13	16	-3	9	0.5625
Total	200	200	0	88	4.04

Source: Field Survey 2016

Thus, $X^2_c = \sum \left(\dfrac{(O_i - E_i)^2}{E_i} \right)$

$\therefore X^2_c = 4.04$

Determination of critical value

To obtain X^2_t

Degree of freedom (df)

The degree of freedom = (R-1) (C-1)

$$= (2 - 1)(4 - 1)$$

$$= 1 \times 3 = 3$$

The level of significance (α) was 5 per cent and the degree of freedom was 3, the critical value = 7.815

Thus $X^2_t = 7.815$

Decision rule:

Since X^2_c 4.04 was less than X^2_t 7.815, H_0 was accepted and H_1 was rejected.

Result interpretation

In Table 4.7.7, question 14 shows that 74 per cent were of opinion that the bank's managerial style enhanced their productivity, however, 26 per cent disagreed. Question 15 showed that 58

per cent claimed that their employer involved them in decision-making that was connected to their department, however, 42 per cent stated otherwise. In question 16, 66 per cent of the employees agreed that Zenith Bank's managerial style motivated them to do their best, and 34 per cent of the respondents disagreed.

Question 17 shows that 74 per cent of the employees' performance was affected by the bank's managerial style, yet, 26 per cent were unaffected by it. In response to question 18, 60 per cent agreed that the managerial style adopted by Zenith Bank was job-centred, while 16 per cent of the respondents claimed it was autocratic, 14 per cent agreed that it was democratic, 8 per cent claimed that it was *laissez-faire* and only 2 per cent of the respondents perceived it to be employee-centred.

The H_0 stated that managerial style did not have an important effect on the employees' motivation. Based on the Chi-square test carried out on this third hypothesis, H_1 failed to reject the null hypothesis H_0, and as a result was rejected as the Chi-square calculated (X^2_c) 4.04 was less than Chi-square tabulated (X^2_t) 7.815 at a 0.05 level of significance, and thus H_0 was thus accepted. The acceptance of the null hypothesis means that the *independent variable* did not influence the *dependent variable*. It could thus be concluded that managerial style had no important effect or influence on the employees' motivation in Zenith Bank Plc. As explained in the Chapter Two, "managerial styles are patterns of behaviour that a manager exhibits in dealing with subordinates, and they run the range from *autocratic* to *democratic* to *free rein*" (Ebert & Griffin, 2005, p.278).

The study findings disproved the third hypothesis result, because 66 per cent of the respondents agreed that the bank's managerial style motivated them to do their best, and it showed some level of managerial style impact on the employees' motivation; even though the hypothesis result revealed that this impact was not important to the employees' motivation. The third objective of this study was to explore the impact of the managerial style on employee motivation in the bank, while the hypothesis was to reveal if there was an important effect of managerial style on employees' motivation or not. Kuye and Sulaimon (2011) indicated that firms that involved their employees in decision making performed better in comparison to firms who did otherwise, and the involvement of the employees in decision making motivated them and increased their level of satisfaction with the firms' managerial style.

This hypothesis result supported McGregor's (1960) X and Y Theory discussed in Chapter Two and the bank management could choose to continue with their present managerial style as it did not have an important impact on the employees' motivation and the achievement of the organisation's objectives. The hypothesis testing did not agree with the third research objective.

Objective four: **To examine whether employees of Zenith Bank Plc are satisfied with the manner in which grievances are handled.**

Hypothesis Four

H_0 - Grievance-handling had no notable effect on employee satisfaction.

H_1- Grievance-handling had a notable effect on employee satisfaction.

Statistical Analysis

Questions 19, 20, 21, 22, 23, and 24 from the questionnaire (Appendix C) formed the basis for the testing of hypothesis four.

Table 4.7.11 *The Effect of Grievance-Handling on Employee Satisfaction – Questions 19 to 24*

No.	Questions	Yes	Percentage	No	Percentage	Total
19	I am satisfied with the grievance-handling process in the bank.	26	52%	24	48%	50
20	The grievance-handling process in the bank is effective.	25	50%	25	50%	50
21	I am satisfied with the time taken for solving grievance matters in the bank.	20	40%	30	60%	50
22	Grievance matters are dealt with in a fair and just manner for both the bank and employees.	26	52%	24	48%	50
23	I am satisfied with the grievance procedure in the bank.	26	52%	24	48%	50
24	I am satisfied with the grievance-handling between labour unions and management in the bank.	23	46%	27	54%	50

Source: Field Survey 2016

In question 19, 52 per cent of the respondents claimed to be satisfied with the grievance-handling process in the bank, while 48 per cent were dissatisfied. In response to question 20 in the table above, 50 per cent claimed that the grievance-handling process in the bank was effective, while the remaining 50 per cent disagreed, thus making it an equal distribution between agreement and disagreement for this question. 40 per cent of the respondents claimed to be satisfied with the time taken for grievances to be resolved in the bank, while 60 per cent claimed to be dissatisfied with regards to question 21.

In question 22, 52 per cent of the respondents believed grievance matters were being dealt with in a fair and just manner for both the bank and employees, while 48 per cent were of the opinion that they were not. The responses to question 23 revealed that 52 per cent claimed to be satisfied with the grievance procedure in the bank, while 48 per cent were dissatisfied with it. Lastly, with respect to question 24, 46 per cent of the participants were satisfied with the manner in which grievances were handled between the labour union and the management of the bank, while 54 per cent were dissatisfied with the process.

Figure 4.7.5 Data presentation chart of the effect of grievance-handling on employee satisfaction – questions 19 to 24.
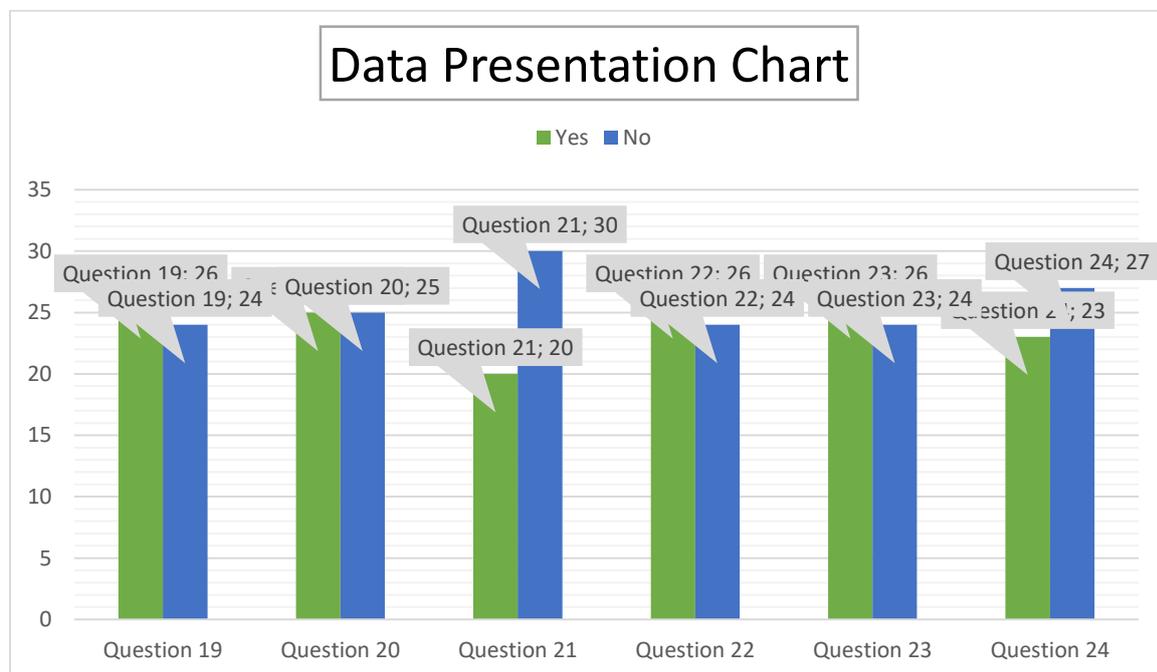
Source: Field Survey 2016

Table 4.7.12 *Contingency Table of Observed Frequency of Questions 19 to 24.*

Observed values	Q19	Q20	Q21	Q22	Q23	Q24	Total
Yes	26	25	20	26	26	23	146
No	24	25	30	24	24	27	154
Total	50	50	50	50	50	50	300

Source: Field Survey 2016

Expected values calculation for Table 4.7.12:

$$\text{Expected value} = \frac{(Row\ Total)\ X\ (Column\ Total)}{N}$$

N = Grand total

$$Q19\ (Yes) = \frac{(146) X\ (50)}{300}$$

$$Q19\ (Yes) = \frac{7300}{300}$$

Q19 (Yes) = 24.33

Expected value for Q19 (Yes) =24.33

Expected value for Q20 (Yes) = 24.33

Expected value for Q21 (Yes) = 24.33

Expected value for Q22 (Yes) = 24.33

Expected value for Q23 (Yes) = 24.33

Expected value for Q24 (Yes) = 24.33

$$Q19\ (No) = \frac{(154)\ X\ (50)}{300}$$

$$Q19\ (No) = \frac{7700}{300}$$

Q19 (No) = 25.666667

Expected value for Q19 (No) = 25.67

Expected value for Q20 (No) = 25.67

Expected value for Q21 (No) = 25.67

Expected value for Q22 (No) = 25.67

Expected value for Q23 (No) = 25.67

Expected value for Q24 (No) = 25.67

Table 4.7.13 *Calculation of Chi-square*

	O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$\dfrac{(O_i - E_i)^2}{E_i}$
Q19 (Yes)	26	24.33	1.67	2.79	0.1146
(No)	24	25.67	-1.67	2.79	0.1086
Q20 (Yes)	25	24.33	0.67	0.45	0.0184
(No)	25	25.67	-0.67	0.45	0.0175
Q21 (Yes)	20	24.33	-4.33	18.75	0.7706
(No)	30	25.67	4.33	18.75	0.7304
Q22 (Yes)	26	24.33	1.67	2.79	0.1146
(No)	24	25.67	-1.67	2.79	0.1086
Q23 (Yes)	26	24.33	1.67	2.79	0.1146
(No)	24	25.67	-1.67	2.79	0.1086
Q24 (Yes)	23	24.33	-1.33	1.77	0.0727
(No)	27	25.67	1.33	1.77	0.0689
Total	**300**	**300**	**0**	**58.68**	**2.3481**

Source: Field Survey 2016

Thus, $X^2_c = \Sigma\left(\dfrac{(O_i - E_i)^2}{E_i}\right)$

$\therefore X^2_c = 2.35$

Determination of critical value

To obtain X^2_t

Degree of freedom (df)

The degree of freedom = (R-1) (C-1)

$\qquad\qquad = (2 - 1)\,(6 - 1)$

$\qquad\qquad = 1 \times 5 = 5$

The level of significance (α) was 5 per cent and the degree of freedom was 5, the critical value

$= 11.070$

Thus $X^2_t = 11.070$

Decision rule:

Since X^2_c 2.35 was less than X^2_t 11.070, H_0 was accepted and H_1 was rejected.

Interpretation of the result for question 19 to 24

In Table 4.7.11, question 19 shows that 52 per cent of the respondents were satisfied with the grievance-handling process in the bank, while the other 48 per cent were not satisfied. In response to question 20, there was a 50-50 split between the respondents who agreed and those that disagreed that the grievance-handling process in the bank was effective.

Question 21 revealed that 40 per cent of the respondents were satisfied and the remaining 60 per cent dissatisfied with the time taken to resolve grievances in the bank. In response to question 22, 52 per cent of the respondents believed that grievances were dealt with in a manner that was fair and just for both the bank and the employees, while the other 48 per cent did not share the same belief.

Question 23 revealed that 52 per cent of the participants were satisfied with the grievance procedure of the bank, and 48 per cent were dissatisfied with the procedure and lastly, 46 per cent expressed satisfaction with the way in which grievances were handled between the labour union and the bank's management team, while 54 per cent expressed dissatisfaction when responding to question 24.

The H_0 stated that grievance-handling had no notable effect on employee-management relations, and from the test results it could be concluded that grievance-handling had no notable effect on the employee-management relations in Zenith bank. Based on the Chi-square test carried out on the fourth hypothesis, H_1 was rejected as the Chi-square calculated (X^2_c) 2.35 was less than the Chi-square tabulated (X^2_t) 11.070 at a 0.05 level of significance, and the H_0 was thus accepted. The acceptance of the null hypothesis meant that the *independent variable* did not influence the *dependent variable,* and there was no notable effect of grievance-handling procedures on the employees' job satisfaction in Zenith Bank Plc.

The fourth research objective was to examine the effect of grievance-handling on the employees' job satisfaction, and the hypothesis sought to test if there was a noticeable effect or not. According to Ojo and Abolade (2014), effective conflict management created a cooperative working environment that allowed employees to thrive, but if conflict within an organisation was not well managed it could affect the employees' performance; eventually affecting employee-management relations and threatening the existence of the organisation. In the researcher's

opinion, the fourth hypothesis result did not agree with the fourth research objective, because the null hypothesis did not agree with the fourth research question in the study.

4.8 Summary

In brief, the results of the study were presented in the form of tables; revealing the frequencies and percentages of responses to the questions in sections A and B. The Chi-square goodness-of-fit test was used to test all four hypotheses, and all the steps of testing the hypotheses were shown in this chapter. Four different hypotheses related to the research objectives were tested: The first hypothesis testing result showed that H_0 was rejected and H_1 was accepted; the second hypothesis testing result showed that H_0 was rejected and H_1 was accepted; the third hypothesis testing outcome showed that H_1 was rejected and H_0 was accepted; and for the fourth hypothesis, the testing outcome showed that H_1 was rejected and H_0 was accepted.

In the next chapter, the conclusions and recommendations will be made based on the literature review, the research objectives, the research questions and the data analysis.

CHAPTER 5
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This study focused on the evaluation of employee-management relations in Zenith Bank Plc. in Lagos, Nigeria. The banking sector is one of the key contributors to the economic development in Nigeria and having good employee-management relations in this sector will help to improve the performance of employees and add to an organisation's growth and the growth of the sector. The effective management of human and material resources will assist with the attainment of the goals and objectives of most organisations. This final chapter provides a summary of the study, discusses the findings, provides recommendations and offers a conclusion.

5.2 Summary

In brief, the first chapter of this dissertation dealt with the introductory part of the study, revealing the research objectives, the research questions, the statement of the research problem, an overview of Zenith Bank Plc., the scope and justification of the study, the significance of the study, the research methodology, the hypotheses and the chapter outlines for the study. The second chapter was devoted to a review of the related literature and the theoretical framework for the study. The third chapter explained the research methodology used for the study, which helped in organising the data analysis, data presentation and the results presented and discussed in the fourth chapter.

5.3 Research findings

The findings of this study were discussed according to the research objectives and the research questions stated in Chapter 1.

5.4 Research objectives

Well-defined research objectives serve as an indispensable guide to assist a researcher to achieve his or her goals. The outcome of the study is discussed in terms of the all-inclusive research objectives of the study, which were outlined in Chapter 1.

5.4.1 Objective one: To determine how effective communication impacts on the relationship between the management and employees of Zenith Bank Plc.

Questions 1, 2, 3, 4, 5, 6, and 7 were relevant to this objective, and Table 4.7.1 and Figure 4.7.1 in Chapter 4 presented the data obtained for questions 1 to 7. A high percentage of respondents (98%) agreed that effective communication enhanced good relationships between employees and employers; 92 per cent agreed that the communication practices that existed in the bank promoted good human relations in the bank; 88 per cent agreed that upward and downward communication enhanced good human relations in the bank; 90 per cent agreed that the communication practices that existed promoted immediate feedback and finally; 98 per cent agreed that immediate feedback promoted a good relationship between the management and the employees of the bank. This statistical analysis showed that the communication practices in the bank were effective, however; about 88 per cent of the employees did not agree that exit interviews were granted to employees leaving the bank and a significant number of respondents (32 %) disagreed that their boss communicated politely with them when asking them to do something.

One of the problems highlighted in chapter two was communication gaps; these can create misunderstandings between management and the employees and, in turn, stultify the growth of the organisation (Miller, 2009). Maximal functioning of any organisation depends on effective communication, because interaction between management and employees can determine the growth of any organisation (Dumebi & Aduloju, 2010). The first objective of the study was met, and this was achieved by the revelation of the communication practices that existed and their effects on the management and employee relations in the bank. The study showed that the communication practices that existed in the bank promoted good human relations, and the hypothesis testing result aligned with the research objectives on communication. The link between the hypothesis testing and the first research objective lay in the fact that the alternative hypothesis (H_1) answered the first research question after the hypotheses was tested.

Some of the employees indicated that the approach of their boss when communicating with them in the bank was unacceptable; this therefore left room for improvement in order to enhance the employee-employer relations. Duck and McMahan (2010, p.23) posited that communication in everyday life involved not just words and their meaning but the way in which they were spoken,

and included nonverbal accompaniments such as facial expressions, body posture, gesture, and the tone of voice. Figure 2.3.1 in Chapter 2 showed the communication process between the sender and the receiver of information. The sender was to avoid inappropriate word choices and words that were too complex in order to allow the receiver to understand the message and avoid misunderstanding of the massage. It is the opinion of the researcher that managers or superiors could show kindness and caring towards their subordinates through empathy, polite communication and the building of a culture of trust.

This study contributed to the body of knowledge on effective communication and the results were comparable to those of Dumebi and Aduloju (2010) who studied the "*role of communication in labour management relations*" and how communication and labour management relations complemented each other, by reaffirming the importance of effective communication and its impact on employee-employer relations.

5.4.2 Objective two: To examine what role motivation plays on the relationship between the management and employees of Zenith Bank Plc.

Questions 8, 9, 10, 11, 12, and 13 were relevant to this objective. Figure 4.7.2 and Table 4.7.4 in Chapter 4 showed the data presentation for questions 8 to 13. A huge percentage of respondents (92%) indicated that motivation improved the relationship between management and the employees. An overwhelming majority (90%) stated that recognition and appreciation of their work performance motivated them; while a further 80 per cent of the respondents indicated that the bank's top management was interested in motivating its employees; and 80 per cent stated that the bank's policies motivated them to achieve its aims and objectives. 46 per cent of the respondents, however, were of the opinion that the safety of employees was not the top priority of management and a significant number of respondents (24%) indicated that the bank's work environment did not motivate and enhance their performance.

The second research objective was achieved as the findings showed that motivation impacted significantly on employee-management relations, in that motivation improved the relationship between management and the employees. Figure 2.4.2 in Chapter 2 representing Herzberg's Motivation-Hygiene Theory explained the two sets of needs that people sought: Motivator and hygiene needs. One of the key motivators in Herzberg's theory was recognition (Ashiru, 2004).

Herzberg noted that recognition of their work performance influenced employees positively within the work environment (Herzberg, 1968, 2005; Herzberg et al., 2011). According to Bradberry (2015, p.2), "managers need to communicate with their employees to find out what makes them feel good (for some, it's an increase in salary; for others, it's public recognition) and then to reward them for a job well done". The need for recognition would enhance intrinsic motivation when it was received.

Furthermore, there was a set of extrinsic job conditions which resulted in dissatisfaction among employees when they were not present, but if these conditions were present they did not necessarily motivate employees (Ashiru, 2004; Herzberg, 1968). The "hygiene needs are related to the physical and psychological context in which work is performed, and are needed to maintain at least a level of 'no dissatisfaction'" (Jones & George, 2014, p.414). In this study one of the factors, such as the company policy, helped the employees to achieve the organisational objectives.

Some of the employees of the bank had concerns about their own safety and their work environment, which aligned with Maslow's Hierarchy of Needs for security and Herzberg's hygiene factors for working conditions (Ashiru, 2004; Herzberg, 1968). Figure 2.4.1 in Chapter 2 showed the hierarchical structure of Maslow's Hierarchy of Needs. It is the view of the researcher that safety needs and a good work environment be given strategic importance in order to enhance the relationship between management and employees. The second research objective was achieved and there was a link between the research objectives and the hypothesis testing. The link between the two was shown when the accepted alternative hypothesis (H_1) answered the second research question of the study.

5.4.3 Objective three: To explore how managerial style affects employees' motivation in this bank.

Questions 14, 15, 16, 17 and 18 showed in the figure 4.7.4 graph in chapter 4 were relevant to this objective. The clear majority (74%) indicated that the bank's managerial style enhanced their productivity and an overwhelming majority of respondents (74%) also stated that the bank's managerial style affected their performance. The majority (66%) indicated that the bank's managerial style motivated them to do their best. Furthermore, 60 per cent indicated that the bank embraced a job-centred managerial style (giving subordinates work and guidance on how to do

the work, accepting joint responsibility with subordinates, participation management and involvement). A significant number of respondents (42%) agreed that their managers did not involve them in the decision-making connected to their departments. Some respondents (34%) agreed that the bank's managerial style did not motivate them to do their best and 16 per cent revealed that the managerial style adopted by the bank was autocratic.

The third research objective was achieved as the outcome of the study showed that managerial style motivated employees to do their best. In the discussion in Chapter Two, Ebert and Griffin (2005, p. 278) explained that managerial styles were "patterns of behaviour that a manager exhibits in dealing with subordinates, and they run the range from autocratic to democratic to free rein". Figure 2.5.1 shown in Chapter 2 revealed the different levels of managers and the category that each employee fitted in in the organisation. The operative employees were people who worked directly on a job or task and had no responsibility for overseeing the work of others (Jones & George, 2014), while the top managers established organisational goals, created policies that guided all organisational members and monitored how well each department's mid-level managers used the resources available to achieve the organisational objectives.

Although some of the respondents agreed that the bank adopted an autocratic managerial style which they disliked; McGregor (1960), in the assumptions in Theory X, supported an autocratic managerial style in organisations. Theory X's assumption showed that people wished to avoid responsibility, preferred to be directed, and had to be forced, directed, and pressurised with penalties before giving their best efforts towards achieving organisational objectives. Managers need to consider Theory Y to avoid being trapped into making inappropriate and unproductive decisions because of their beliefs about human behaviour. Previous research has also shown that the quality of subordinates' performance will directly affect the style of leadership behaviour by the manager. There was no relationship between the hypothesis testing and the third research objective, because the null hypothesis (H_0) did not answer the third research question. The third null hypothesis (H_0) stated that managerial style did not have an important effect on employees' motivation.

5.4.4 Objective four: To examine whether the employees of Zenith Bank Plc. are satisfied with the manner in which grievances are handled

Questions 19, 20, 21, 22, 23 and 24 were relevant to this objective. Figure 4.7.5 in Chapter 4 showed the data presentation chart graph for questions 19 to 24. Many respondents (60%) collectively agreed that they were not satisfied with the time taken for the solving of grievances in the bank. Almost half (52%) of the respondents agreed that grievance matters were dealt with in a fair and just manner, and almost half, 52 per cent, claimed to be satisfied with the grievance procedure in the bank. A small majority of 54 per cent were not satisfied with the grievance-handling between the labour unions and management in the bank. A further 50 per cent indicated that the grievance-handling process in the bank was not effective. Many employees (48%) stated that grievances were not dealt with in a manner that was fair and just for both the bank and its employees, and 48 per cent indicated that they were not satisfied with the grievance procedure in the bank.

Walker and Hamilton (2011) described a grievance as any discontentment relating to employment conditions that was brought to management's attention for solution. As discussed in Chapter 2, effective conflict management created a cooperative working environment that allowed employees to thrive (Ojo & Abolade, 2014). The fourth research objective was achieved as the outcome of the study showed the effect of grievance handling on the employees' satisfaction. Nevertheless, there was no link between the hypothesis testing and the research objective because the null hypothesis did not answer the fourth research question of the study.

5.5 Research questions

The aim of this study was to evaluate the relationship between the employees and management by focusing on communication, motivation, managerial style and grievance-handling. The findings of this study are discussed according to the research questions stated in Chapter 1.

5.5.1 Research question one: How does effective communication impact on the relationship between management and employees of the bank?

According to the results of this study, the respondents agreed that effective communication would promote a good relationship between the employees and the management of the bank. In addition, the majority of the respondents were of the opinion that the communication practices that existed in the bank facilitated good human relations in the bank.

This study therefore revealed that effective communication in the organisation would promote good relationships between the employees and management, and good relationships would have a favourable effect on the organisation. The study also revealed that the communication practices that existed promoted good human relations within the bank, which in turn, had an encouraging effect on the organisation.

The statistical proof showed that 38 per cent of the managers in the bank did not communicate politely with their subordinates and most respondents (70%) agreed that an exit interview is not granted to employees leaving the bank.

Management must act speedily to amend the way most superiors communicate with their subordinates in the bank and they should train them to communicate politely. Communication is the 'life-line' of an organisation and effective communication will create simple understanding, personal connection and clarity between a leader and his or her followers. Furthermore, the bank's management should change their approach regarding the non- conducting of an exit interview and it should be compulsory for every employee leaving the bank to have an exit interview.

5.5.2 Research question two: What role does motivation play in the relationship between management and the employees of Zenith Bank Plc?

The findings from the study showed that the bank had good policies that motivated its employees and that it had an interest in motivating its employees. Furthermore, employees would be motivated if their work performance was recognised and rewarded accordingly. "The drive to acquire is most easily satisfied by an organisation's reward system, and this is tied to rewarding

good performance and giving the best people opportunities for advancement" (Nohria et al., 2008).

A high percentage (46%) of the bank's employees believed that safety was not a top priority for the bank's management, while a reasonable percentage (24%) confirmed that the bank's work environment did not motivate and strengthen their performance at work.

The bank's management needs to re-visit the issue of their employee's safety and provide better ways of improving their safety at work, including outside the work environment if possible. The access to security officers for employees should be increased when dealing with difficult, fraudulent, violent and abusive customers, members of the public or co-workers (Nohria et al., 2008). Moreover, management needs to investigate the bank's work environment, to find ways to improve it so as to motivate workers to contribute their best efforts.

5.5.3 Research question three: What impact does managerial style have on the employee motivation?

Based on the research conducted and the graph showed in figure 4.7.4 in chapter four, 74 per cent believed that the managerial style enhanced their productivity and that it affected their performance, while a further 66 per cent believed that the managerial style motived them to do their best, and 60 per cent of the respondents described the managerial style as job-centred.

The study revealed that the managerial style played a major role in increasing productivity, affecting performance and motivating employees.

Management must take note of the issue of leaders in the bank not involving their subordinates while making their decisions. "The most effective way to fulfil the drive to bond is to create a culture that promotes teamwork, collaboration, openness and friendship within an organisation" (Nohria et al., 2008). The bank's management should look for better ways to improve the managerial style in order to motivate the majority of the employees, and autocratic leadership should be discouraged or minimised.

5.5.4 Research question four: Are the employees satisfied with the manner in which grievances are dealt with in the bank?

Management should investigate the effectiveness and efficiency of the grievance-handling processes and procedures in the bank, and make the right changes and improvements where needed. "Grievance settlement is a major aspect of industrial harmony and has been recognised by policy-makers at national and organisational levels" (Geetika et al., 2014: p.154). It is essential for the bank's management to ensure that grievance matters are handled in a fair and just manner. The bank's management should get more involved in research and development, with a view to finding other ways of solving its grievance matters that will be effective, efficient, fast, just and fair. Management should make provision for arbitration in settling some grievance matters in order to support the internal system.

5.6 Recommendations

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

5.6.1. The purpose of communication in this study is to effect positive changes and to influence the actions, behaviour and attitude of employees towards the growth of the organisation. Frenkel et al. (2013) posit that employees who hold a consistent view of the level of support offered by line and senior management will experience greater work satisfaction, and will be less inclined to resign from their jobs. The responses from the respondents reflect that some senior staff do not communicate politely with their subordinates when interacting with them regarding a task; this could have a negative impact on their morale, productivity levels, loyalty, and could lead to intolerable working relationships and constructive dismissal. Management should invest in sending staff for training on how to effectively communicate with each other at all levels, to guide against impolite conversion, misunderstandings and grievances.

In terms of the discussion on communication in Chapter Two by Duck and McMahan (2010) and Dumebi and Aduloja, (2010), managers should guide against inappropriate word choice and words that are too complex to understand when communicating with their subordinates. Frenkel et al. (2013, p.13) indicate that "organisations should ensure that all levels of management demonstrate appropriate and consistent levels of support for employees, enable human resources (HR) to provide sufficient support to line

managers for day-to-day tasks, and facilitate strong communication channels between senior management and human resources".

The respondents' responses also illustrate that exit interviews are not granted to staff leaving the organisation. Reflecting on this outcome, the bank management should seriously consider conducting exit interviews because this will help the industry to save time, money and resources used in recruiting, interviewing and training new employees by uncovering the right information from departing employees to improve the organisation and the work environment. It could also increase retention, and attract and retain top talent. Exit interviews are essential to ensure the proper functioning of an organisation – this will help draw from the experiences of staff and help improve its policies.

Based on the argument of Dumebi and Adeloju (2010) in Chapter 2, communication is an important tool or mechanism that creates mutual understanding between the management and employees in any organisation. The role of communication is to influence people's actions, behaviour, and to effect changes towards the growth of an organisation. Exit interviews will foster a smooth knowledge transfer and handover, organisation materials handover, the fulfilment of administrative processes, resolving litigation issues and the possible creation of positive feelings about the organisation.

5.6.2.   There appears to be a need to prioritise the employees' safety and to improve all the safety precautions prepared by the bank's management. In terms of the discussion on motivation in Chapter 2, Maslow's Theory of Motivation explains that highly deficient needs are a potential risk for managers; and an unsatisfied need can cause frustration, conflict, and stress (Ashiru, 2004; Jones & George, 2014; Maslow, 1954). Sharma (1983) indicates that the organisational environment influences the climate of the employer-employee relations. The bank's employees should be protected from external and internal threats to their safety. Management also needs to improve the work environment by putting in place all the right tools needed for better performance by the employees. Improving the employees' safety and work environment will help the workers to be focused, motivated, to have trust in the organisation, and it will encourage employees to give of their best in achieving the organisational goals and objectives.

5.6.3. The responses from the respondents show the need for leaders to develop the capacity to accommodate and involve their subordinates when the need arises. Based on the study conducted by Kuye and Sulaimon (2011), there is a significant relationship between employee involvement in decision-making and the organisation's performance; firms that involve their employees in decision-making outperform the firms with lower employee involvement. In terms of the review of literature on managerial style in Chapter 2, Ebert and Griffin (2005, p.279) state that the "relative effectiveness of any leadership style depends largely on the desire of subordinates to share input or to exercise creativity", regardless of theories guiding leaders on how to lead. There are opportunities every day: when wanting to empower a team member to take ownership of a project; when wanting feedback about a staff member's performance to stick; and when communicating change (Decker & Decker, 2015). Being a leader who persuades others through inspiration starts with connection with team members (Decker & Decker, 2015).

Managers need to remember that each employee is influenced by many personal variables and needs, and each subordinate has a set of expectations about how the boss should act in relation to them (Ashiru, 2004). Most employees prefer to know the reason for the decisions made that relate to their work or department, to feel valued and to have a better understanding of their work. Furthermore, the bank's managerial style should be reviewed and changes should be made, where necessary, to create more chances for employees to do their best. In addition, all the managers in the bank should avoid being autocratic.

5.6.4. The outcome of the study shows that a large percentage of employees are dissatisfied with the time taken for solving grievance matters, the approach to grievance-handling between labour unions and management, and the effectiveness of the grievance-handling processes implemented to address the grievance matters. Many measures have been used to check grievance processing, but two main yardsticks are picked, which are speed and satisfaction (Budd & Colvin, 2008; Walker & Hamilton, 2011). The 'speed' literature reiterates the time used before settlement, the 'level' or process by which the settlement was achieved, and the settlement cost (Walker & Hamilton, 2011). Satisfaction measures typically consider the parties' beliefs about the process, and the belief that the prevailing issue is resolved fairly (Walker & Hamilton, 2011). The bank's management needs to understand the causes of grievances among staff, and the effects of grievances

on an organisation, its employees and its managers. With this understanding, management will be able to come up with better ways of reducing grievances among staff and to improve grievance-handling and the grievance procedures.

5.7 Limitations of the study

There were some limitations to this study. These limitations were factors that adversely affected the external validity of the study and that determined the extent to which the findings of the study could be generalised. The following were the limitations that arose during the study, and the ways to address them:

- The questionnaire was considered to be too long and time-consuming by the respondents from Zenith Bank. Thus, the attitude and feelings of the respondents during that period could have affected the reliability of their responses.

- The study was limited to a few branches in the Lagos mainland and Island area, which does not reflect the whole organisation. The Head Office, area offices and branches from other states should be covered in future research, with larger numbers of questionnaires being distributed in order to get a bigger sample from the target population.

- The study was limited to this industry; other organisations operating in different industries could be covered with the same research objectives and questions in mind.

- Instead of using dichotomous questions that only allowed for two possible answers in this study, out of which the respondent could only pick one, scaled questions could be used in order to allow for a measure of intensity of agreement and the feelings of the respondents on an issue that has easy adaptability to statistical analysis and tabulation.

- Qualitative and mixed method analysis could be used to get an in-depth response and understanding of the study.

- The study results could not be generalised because the study used non-probability sampling and only a quantitative methodology.

5.8 Future studies

Firstly, future research can focus on innovation, the job environment and employee wellness as mediator or moderator variables. Secondly, due to the limited time available for the study, the banking sector was chosen for the study; future studies can be conducted on other sectors or industries like the mining, telecommunication, automobile and health sectors. Future studies

should focus on the influence of organisations' performance on employee-management relations.

Furthermore, there is need to create theory evidence that guides the stages of grievance procedures, even though there have been some descriptive data of grievance scenarios which offer limited explanations. Budd and Colvin (2008) and Lewin and Boroff (1999) reveal the absence of agreed measures of grievance processing effectiveness, thus more studies are needed in order to create agreed measures of effectiveness.

5.9 Conclusion

This study investigated the points outlined in the research objectives and it has been able to conclude that effective communication impacts positively on employee-management relations. The findings regarding communication between management and employees are somewhat consistent with those of Frenkel et al. (2013).

In addition, motivation affects the employee-management relationship, and the findings regarding the work environment motivating and enhancing performance are consistent with those of Sharma (1983). There is no relationship between managerial style and employees' motivation and the study findings are also partially consistent with Kuye and Sulaimon (2011) in terms of the involvement of employees in decision-making processes. The appropriate recommendations have been made to address the issues identified in this research.

Employee-management relations are a key component in a competitive industry like the banking industry, in which Zenith Bank Plc. falls. The banking industry is the engine pioneering the economic growth of Nigeria and it performs a financial intermediation function for its customers. The effectiveness of any management will lead to efficient and effective usage of the available human resources, an increase in the workers' performance index, a reduced loss of talent, increased job commitment and a low turnover rate.

The outcome of the study has shown that the organisation will be able to improve its employee-management relations if there is continuous effective communication between management and the employees. The need to review the organisation's grievance-settlement procedure should be regarded as high-priority and acted upon, and the organisation needs to provide better

mechanisms for managers to become effective in managing people. Managements' role has changed over the past few years, moving away from the *status quo* of enforcing rules and protocols and from just pushing employees around and extracting everything possible from them.

Managers should be trained to act like team coaches, to understand weaknesses in the workforce but also to focus on their strengths. They should be able to embrace vulnerability and challenge convention to promote new ideas and development.

Finally, Zenith Bank Plc. is successful because of the manner in which it operates and the policies it has in place, and the findings of this study are supported by those of Kakumba et al. (2014).

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UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance
Dear Respondent,

MCom in Industrial Relations Research Project
Mrs. Mariette Snyman
Humanities and Social Science Ethics (HSSREC) Research Office,
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Tel: 031 260 8350 Snymanm@ukzn.ac.za

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Supervisor: Miss Khalida Akbar +27(0)312607330

I Olanrewaju Seun Peter, an M Com in Industrial Relations student at the School of Management, IT and Governance at the University of KwaZulu-Natal, invite you to participate in a research project entitled *An Evaluation of Employee-Management Relations in Zenith Bank Plc., Lagos Nigeria.* The aim of this study is to: examine the relationship between the management and employees of Zenith bank Plc, in Lagos, Nigeria.

Through With your participation I hope to understand the impact of communication, motivation, managerial style and grievance-handling on employee-management relations in Zenith Bank Plc. The results of the survey are intended to contribute to the growth of Zenith bank and its employees, and also to smooth the relationship between employees and management.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. There will be no monetary gain from participating in this survey. Confidentiality and the anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about five minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature:_____

Date : _____

CONSENT

I…………………………………………………………………… (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT   DATE

………………………………………………………………………………………………

QUESTIONNAIRE
An Evaluation of Employee-Management Relations in Zenith Bank Plc: Lagos, Nigeria
SECTION A
BIOGRAPICAL DATA
Please respond to the following questions with the appropriate answer by filling in the box with a tick (√) next to one of the answers provided below. This information will enable me to compare groups of respondents.

Age	[box]			
Ethnicity	Black ☐	Coloured ☐	Indian ☐	White ☐
Highest Educational Qualification	Grade 12 (SSCE) ☐	Post-SSCE/ Diploma ☐	Baccalaureate Degree(s) ☐	Post-Graduate Degree(s) ☐
Gender	Male ☐	Female ☐		
Marital Status	Married ☐	Single ☐	Divorced ☐	Widowed ☐
Length of Service	Less than 5 years ☐	5 – 10 years ☐	11–15years ☐	16 years and above ☐
Position held in Organisation	Junior Staff ☐	Senior Staff ☐	Management Staff ☐	Other (specify) …………..
Salary (monthly)	Below N50 000 ☐	N50 000– N100 000 ☐	N101 000– N200 000 ☐	N201 000 & above ☐

SECTION B
Choose the option that matches your opinion on the following statements.

	Yes	No
1. Effective communication promotes a good relationship between employees and employer.	☐	☐
2. The communication practices that exist in the bank promote good human relations in the bank.	☐	☐
3. My boss communicates politely with me when asking me to do something.	☐	☐
4. Upward and downward communication enhances good human relations in the bank.	☐	☐
5. The communication practices that exist promote immediate feedback.	☐	☐
6. Immediate feedback facilitates a good relationship between management and employees of the bank.	☐	☐
7. An 'exit interview' is granted to employees leaving the bank.	☐	☐
8. Zenith bank top management is interested in motivating its employees.	☐	☐
9. The bank's policies motivate employees to achieve its aims and objectives.	☐	☐

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10. The bank's work-environment motivates and enhances my performance. ☐ ☐
11. Recognition and appreciation of my work performance motivates me. ☐ ☐
12. The safety of employees is a top priority for management. ☐ ☐
13. Motivation smoothes the relationship between the management and employees. ☐ ☐
14. The bank's managerial style enhances my productivity. ☐ ☐
15. My boss involves me in the decision-making that is connected to my department. ☐ ☐
16. The bank's managerial style motivates me to do my best. ☐ ☐

17. The bank's managerial style affects my performance. ☐ ☐

Choose the option that most closely matches your opinion on the following statement.

	Autocratic	Democratic	*Laissez-faire*	Job-centred	Employee-centred
18. How would you describe the managerial style adopted in your bank?	☐	☐	☐	☐	☐

Choose the option that matches your opinion on the following statement.

	Yes	No
19. I am satisfied with the grievance-handling process in the bank.	☐	☐
20. The grievance-handling process in the bank is effective.	☐	☐
21. I am satisfied with the time taken for solving grievance matters in the bank.	☐	☐
22. Grievance matters are dealt with in a fair and just manner for both the bank and employees.	☐	☐
23. I am satisfied with the grievance procedure in the bank.	☐	☐
24. I am satisfied with the grievance handling between labour unions and management in the bank.	☐	☐

25. Are there any comments or suggestions concerning the employee-management relations in the Zenith Bank Plc. in Lagos, Nigeria?

_____

_____

_____

_____

_____

Thank you for your cooperation and for taking time off from your busy schedules to fill in this questionnaire.

**UNIVERSITY OF
KWAZULU-NATAL**

**INYUVESI
YAKWAZULU-NATALI**

November 2, 2015

To Whom It May Concern:

PERMISSION TO CONDUCT RESEARCH AS PART OF THE M COM QUALIFICATION

Name: Seun Peter Olanrewaju
Student No:213573015
Dissertation Topic: **An Evaluation of Employee-Management Relations in Zenith Bank Plc : Lagos Nigeria**

It is a requirement of our M Com qualification that all students undertake a practical research project, in their final year of study.

Typically this project will be a "practical problem solving" exercise, and necessitate data gathering by questionnaires or interviews.

Your assistance in permitting access to your organization for purposes of this research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost circumspection. Further, should you wish the result from the thesis "to be embargoed" for an agreed period of time, this can be arranged. The student will strictly adhere to confidentiality and anonymity.

If permission is granted then UKZN requires this to be in writing on a letterhead and signed by the relevant authority.

Thank you for your assistance in this regard.

Yours sincerely
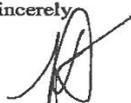
Miss K.Akbar
School of Management, IT & Governance
College of Law & Management Studies
University of KwaZulu-Natal, Westville Campus
Akbar@ukzn.ac.za
Telephone: +27(0)312607330

APPENDIX E: ETHICAL CLEARANCE CERTIFICATE

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

09 February 2016

Mr Seun Olanrewaju (213573015)
School of Management, IT & Governance
Westville Campus

Dear Mr Olanrewaju,

Protocol reference number: HSS/0097/016M
Project title: An evaluation of Employee-Management Relations in Zenith Bank Plc: Lagos, Nigeria

Full Approval – Expedited Approval

In response to your application dated 28 January 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully
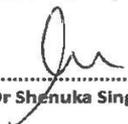
....
Dr Shenuka Singh (Chair)

/ms

cc Supervisor: Ms Khalida Akbar
cc Academic Leader Research: Professor Brian McArthur
cc School Administrator: Ms Angela Pearce

ZENITH BANK PLC

RC: 150224

7th December 2015

Miss K. Akbar

School of Management, IT & Governance,

College of Law & Management Studies,

University of KwaZulu-Natal, Westville Campus,

Durban, South Africa.

Re: Request for Permission to Conduct Research

With regards to your request letter dated 2nd November, 2015 for Olanrewaju Seun Peter to conduct research within Zenith Bank Plc Lagos, your request have been considered. Permission is hereby granted for you to conduct research at the Zenith Bank Plc Branches in Lagos, Nigeria towards your MCom. Qualification in the following research area:

"An Evaluation of Employee-Management Relations in Zenith Bank Plc: Lagos, Nigeria."

I trust the data collected and the bank identity will be treated with confidentiality and anonymity.

Yours Faithfully,

Olatunji Adejuwon

Lagos Mainland Regional Manager.

Head Office: Plot 84. Ajose Adeogun Street, Victoria Island, Lagos.