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The Perceived Relationship between Employee Relationship Management Practices and Job Satisfaction: A Case Study of Selected Private Commercial Banks in Addis Ababa.

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Article Info	Abstract
Article History	

Keywords:

The main objective of the study is to assess the perceived relationship between employee's relationship management practices and job satisfaction in selected private Banks in Addis Ababa. To achieve the objectives of the study and to answer the basic research question the researcher used explanatory research design, mixed research approach, questionnaires and interview, exploratory and narrative approach, frequencies, percentage, mean, and standard deviation, Pearson correlation & multiple regression analysis. The mean scores for leadership style was greater than the rest of variables indicating that respondents are satisfied with the leadership style practice of the selected private banks followed by HR practices, trust, communication, and shared goals and vision. The findings of the study indicated that there is positive and significant correlation between Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and the dependent variable (job satisfaction) in the selected private banks at 1% level of significance. This implies that Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and job satisfaction is going hand in hand in the selected private banks. The value of R Square is 0.771. From this figure one can conclude that the explanatory variables jointly explained 77.1% job satisfaction. The findings of the study show that all of the explanatory variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had significant effects on job satisfaction. On the other hand, the results of regression analysis revealed that variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had positive effect on job satisfaction. In addition, the result indicated that Shared Goals and Value and HR practices are the most predicators of job satisfaction in the selected private banks. ERM can work by strengthening and increasing the relationship between organizations and their employees. To reap the required objectives from ERM there is a need to implement them according to strategy. Many companies-built strategy by keeping an eye on their employees. The results of the research reveals that if ERM components (HR practices, communication, trust, shared goals and values and leadership styles) are implemented in organizations and managers give it high attention it can enhance ERM status in organizations through help employees job satisfaction in achieving tasks and targets set for their job positions and helps in developing effective communication channels and systems so that information needs of employees are met. Banks should have clear model for ERM. This model should contain every aspect for the employee relationships where ERM must be a new concept the organizations adopt and implement where the employees are the key success of any organization.

Introduction

The success of any business relies on the relationship between management and employees. Employee commitment, productivity, and loyalty all play vital roles in the growth of an organization. To establish a robust relationship between the workforce and the organization, it is imperative to have a well-structured employee relations program. The relationship between employers and employees serves as a critical driver for competitive firms in the business environment (George & Jones, 2008).

Employee relationship management is crucial in influencing organizational performance due to increased competition, evolving customer needs, technology advancements, and globalization (George & Jones, 2008).

Both global and local companies strive to maintain favorable employee relations in order to enhance productivity and performance. Employee relations have emerged as the driving force behind the success of organizations in the global business environment. Maintaining strong relationships among stakeholders is imperative for organizational performance (Armstrong, 2006). Employees are pivotal to organizational success. When employees have a positive relationship with their employers, they are able to complete tasks more efficiently. Managing employee relationships is essential for organizational success and the attainment of competitive advantages. Employee Relationship Management (ERM) serves as a tool and strategic process used to effectively manage and enhance motivation within the workforce. Human Resource Management (HRM) aims to foster positive relationships among employees and provide optimal working conditions. ERM is crucial in shaping strategic HR policies and emphasizes the importance of effective communication within a company. It brings value to both employees and employers. ERM refers to the management of communication between the enterprise and its staff, promoting commitment and trust. Strong relationships between employees and the organization result in greater job satisfaction and increased productivity. In the banking sector, employee satisfaction has a direct impact on the quality of their work and the profitability of the organization. Establishing strong relationships with employees is fundamental for the growth of an organization. The main objective of this study is to assess the perceived relationship between employee relationship management practices and job satisfaction in selected private banks in Addis Ababa.

Job dissatisfaction has a significant impact on high-performing organizations. Factors that contribute to job dissatisfaction include ineffective leadership styles, inadequate employee training, failure to address disputes, inappropriate compensation policies, and ineffective performance appraisal techniques (George & Jones, 2008).

There is a positive correlation between job satisfaction and employee relations management in high-performing companies. Organizations that prioritize relevant employee training observe increased productivity. Timely feedback minimizes resistance to change and fosters teamwork. A merit-based compensation system serves as an incentive for effective performance, while periodic performance appraisals provide opportunities for career advancement (Mullins, 2005).

Job dissatisfaction harms organizational performance, resulting in increased turnover, reduced profits, and lower performance standards (Ibid). Several studies have explored the relationship between employee management and organizational performance in different settings. For example, Sinha & Bajaj (2013) examined the impact of HR practices on the perceived performance of university teachers in Pakistan. Onyango (2014) investigated shared goals, communication, and the absence of conflicts as antecedents to employee relationship strength in South African higher learning institutions. Bajaj (2013) studied the relationship between trust, HRM practices, and firm performance. However, it should be noted that while these studies have contributed to our understanding of employee management relationships, their findings may not be directly applicable to the Ethiopian context.

Research conducted in Ethiopia includes Kirubel's (2015) study on the determinants and effects of organizational trust in the Development Bank of Ethiopia, Alganesh's (2015) exploration of the impact of organizational communication on work performance at Ethio-Telecom, Gebreyesus's (2013) investigation of the effect of the managerial communication system on performance at Addis Ababa School of Commerce, and Tadele's (2012) study on leadership styles and their relationship to employee performance in Save the Children of Ethiopia.

This study aims to evaluate the perceived relationship between employee management relationships and job satisfaction. While previous studies have mainly focused on the individual effects of various elements on organizational performance, this study specifically examines the perceived relationship between employee management relationships and job satisfaction within selected private banks in Addis Ababa.The study was intended to answer the following basic research questions.

1. What is employee's relationship management practices implement in the selected private banks inAddis Ababa?

2. What does employees Job Satisfaction in the selected private banks in Addis Ababa look like?

3. What is the extent of relationship between employee's relationship management practices and Job Satisfaction in the selected private banks in Addis Ababa?

4. To what extent employee's relationship management practices affect Job Satisfaction the selected private banks in Addis Ababa?

Theoretical Review Literature

The relationship between employers and employees has a significant impact on organizational performance. Strong employer-employee relations are directly associated with job satisfaction (Armstrong, 2006). Performance appraisals enhance job satisfaction by providing feedback that assists employees in improving their skills.

In a study conducted by Yalew (2019) on the impact of employee relationship management on employee performance in the Ethiopian insurance sector, a correlation coefficient of 0.837 (83.7%) was found. The study concludes that

employee relationship management plays a significant positive role in enhancing employee performance in the Ethiopian insurance sector. Similarly, Sahedur (2021) conducted a study on the effect of employee relationship management on employee performance in private banks.

The findings demonstrate that various components of employee relationship management, such as human resource practices, leadership styles, and shared goals/values, have a substantial influence on employee performance. Communication and trust have a moderate impact on employee performance in the banking sector. Banks must accurately address and implement these components to improve employee performance. Terry (2016) conducted a study on the relationship between employee relations management practices and job satisfaction at Swissport Kenya Limited. The study found that the tested management practices had minimal influence on job satisfaction among Swissport Kenya employees. Dhani, Navita, and Chaubey (2017) also conducted a study on employee relationship management and its impact on job satisfaction. They found that certain management practices influenced job satisfaction, but some factors had a low level of satisfaction. Overall, ERM practices were found to have a positive effect on job satisfaction among employees in small and medium enterprises in Dehradun. Organizations recognize the role of ERM in building relationships with employees and improving job satisfaction. Extensive research has explored the relationship between employee relations and job satisfaction, including the influence of demographic characteristics. Zhang, Lam, and Baum (2001) found that employees' level of happiness at work was influenced by various demographic characteristics.

Cutting the fluff: The study revealed that salary levels have a limited impact on job satisfaction. However, when considering the employee's position within the company, there was a strong correlation between job satisfaction and ERM. This suggests that job ranking significantly contributes to employee happiness, with higher status carrying more weight than high salaries. The researchers further emphasized the influence of this relationship on employees' attitudes toward their achievements. Oshagbemi (2000) conducted a research study examining the factors associated with pay and satisfaction in the realm of higher education. The findings revealed that university professors with higher income levels reported lower levels of job satisfaction compared to professionals in other industries. This was attributed to their perception that individuals holding a PhD who worked in other industries received better compensation, thus negatively impacting their job satisfaction due to a perceived sense of unfairness.

In a study by Niklas and Dormann (2005), no direct causal relationship between salary and job satisfaction was identified. Instead, the researchers discovered that job satisfaction was contingent upon various other factors.

Gazioglu and Tansel (2006) examined job satisfaction in Britain and found a negative correlation between higher levels of education and job satisfaction. The results indicated that individuals with higher educational attainment experienced reduced levels of job satisfaction due to heightened salary expectations. If these expec-

tations were not met, it resulted in job dissatisfaction.

Musyoki (2012) investigated job satisfaction and rewards at the Kenyan National Cereals and Produce Board (NCPB). The study highlighted the secondary nature of salary levels, suggesting that salary alone has limited impact on job satisfaction without the presence of satisfactory work quality.

Mande's (2012) study focused on high school teachers in Kenya and explored the influence of salary on job satisfaction and the psychological contract. The findings indicated that a salary increase only influenced job satisfaction in positions with low-income levels and, under specific circumstances, had a detrimental effect on overall job satisfaction.

Conceptual framework of the study

In a statistical perspective, the conceptual framework describes the relationship between the main concepts of a study. It is arranged in a logical structure to aid provide a picture or visual display of how ideas in a study relate to one another. Interestingly, it shows the series of action the researcher intends carrying out in a research study. The framework makes it easier for the researcher to easily specify and define the concepts within the problem of the study. Conceptual frameworks can be 'graphical or in a narrative form showing the key variables or constructs to be studied and the presumed relationships between them (Grant & Osanloo, 2014). Therefore, in this study conceptual framework the relationship between independent variables (HR Practices, Communication, Trust, Shared Goals and Values and Leadership Style) and dependent variable (Employees job satisfaction).

Methodology

Research methodology is a systematic approach used to find solutions to research problems (Oso and Onen, 2009). This chapter focuses on the research approach, research design, population and sampling design, sampling techniques, sample size, instruments for data collection, data collection procedures, data analysis methods, reliability and validity tests, empirical model specification, and ethical considerations.

A research design is a plan or process for conducting and analyzing research; it includes various methods and procedures (Creswell, 2014). An explanatory research design was used to achieve the study's objectives and address its research questions. Data was collected through questionnaires to obtain quantitative data and through semi-structured interviews to obtain qualitative data.

A research approach is a plan of action that guides the systematic and efficient conduct of research (Creswell, 2014). In this study, a mixed research approach was used. A mixed research approach can prioritize quantitative and qualitative aspects equally, lean more towards qualitative aspects, or give greater weight to quantitative aspects. The choice of emphasis depends on the research requirements.

The target population, as defined by Cooper and Schindler (2011), refers to the complete set of individuals, events, or objects to which the

researcher intends to generalize the findings. For this study, the target population consisted of employees and managers from Abyssinia Bank Filuha and Legehare branches, Wegagen Bank Stadium and Mexico branches, Abay Bank Stadium and Mexico branches, Buna Bank Stadium and Mexico branches, and Dashen Bank Stadium and Mexico branches.

The study population includes managers, vice managers, senior officers, and junior officers from Abyssinia Bank Filuha and Legehare branches, Wegagen Bank Stadium and Mexico branches, Abay Bank Stadium and Mexico branches, Buna Bank Stadium and Mexico branches, and Dashen Bank Stadium and Mexico branches. The total target population for the study is 268 individuals (as provided by the Human Resource departments of each bank, 2024).

There is no universally accepted formula for determining the sample size for a given population; different researchers use different formulas based on their circumstances and population characteristics. The selection of the sample size depends on the nature of the research design, the desired level of accuracy, the level of confidence, and the characteristics of the target population under study (Kothari, 2004).

According to the Human Resource department of the selected private banks, the total population for the study is 268. Therefore, the researcher used the formula proposed by Yemane (1967). This formula is applicable when the population is less than 10,000 and assumes a 95% confidence level and a 5% margin of error. The target population of this study were 268.

$$\text{n} = \frac{N}{1+N(e)^2} = \text{n} = \frac{268}{1+268(0.05)^2} = 160$$

The sampling method is used to draw samples from a population in line with the objectives of the research. Different sampling techniques were used in this study to ensure equal representation and diversity in age groups. The researcher employed stratified sampling to select private banks based on factors such as proximity, availability, and accessibility. Managers were selected using purposive sampling to gather accurate information. This technique allows the researcher to select a sample that aligns with their opinions or purpose, making the representation subjective. Purposive sampling offers several advantages, including a broad spectrum of respondents related to the study, focusing on individuals with specific characteristics relevant to the research, and gaining a comprehensive understanding by examining the subject from various angles. Random sampling was used to select employees, providing an equal chance for the population to be included in the sample. Lastly, proportional sampling was utilized to ensure an appropriate number of respondents were selected from each private bank.

The study utilized primary data sources, specifically questionnaires and interviews, obtained from employees and managers of private commercial banks in Addis Ababa.

Primary data refers to original information collected for the first time. Various methods can be used to gather primary data, including observation, questionnaires, and interviews, particularly in surveys and descriptive research (Kothari, 2004). In this study, a questionnaire was used as

the primary instrument for data collection. Participants were provided with the questionnaire and asked to complete and return it. The questionnaire consisted of closed-ended questions presented in a predetermined sequence. These questions were designed to obtain primary data on employees' opinions regarding performance appraisal system (PAS) practices and their organizational motivation. Additionally, the questionnaire served as a supplementary tool to the data collected by distributing it to all employees. A total of 160 questionnaires were distributed, and the researcher collected 152 (95.3%) completed questionnaires, while 8 were not retrieved from the respondents.

Secondary sources of information, such as websites, books, articles, internet searches, and other relevant materials, were also incorporated in this study. These secondary sources helped the researcher understand how others have conceptualized and measured crucial variables and determine how this research project contributes to the existing literature.

The primary data collection methods used in this study were questionnaires and semi-structured interviews, with the aim of obtaining reliable and valid information. Questionnaires were used to gather quantitative data, enabling statistical descriptions, relationships, and regression analysis. Interviews were conducted to obtain qualitative and exploratory data. The questionnaires were divided into three sections. The first section focused on demographic variables. The second section explored employees' relationship management practices. The third section addressed employees' job satisfaction using a Likert scale.

Semi-structured interviews were conducted with managers from selected private banks to generate primary data. Additionally, questionnaires were distributed to collect data from the target population. The completed questionnaires were collected and organized for analysis, and the results were reported to the advisor.

Data analysis involved examining and drawing deductions from the collected data. Descriptive statistics and Pearson correlation analysis were used for quantitative data analysis. Multiple regression analysis was used to determine the impact of independent variables on the dependent variable.

Qualitative data were gathered through interviews and underwent content analysis. The data were then presented in textual form. Both quantitative and qualitative data were collected and integrated together.

Result Discussion

Correlation

The researcher conducted a bivariate correlation analysis to explore the relationship between the independent and dependent variables of the study. Pearson's correlation coefficient, a method commonly used to examine the association between two continuous variables, was employed. In this study, the Pearson's correlation coefficient (r) was used to measure the strength of the relationship between the independent variables (HR Practices, Communication, Trust, Shared Goals and Values, and Leadership Style) and the dependent variable (job satisfaction).

As stated by Alwadaei (2010), a correlation coefficient (r) of 0.000 indicates no correlation, while a value between 0.01-0.09 suggests a very weak correlation. A coefficient between 0.10-0.29 indicates a weak correlation, 0.30-0.59 represents a moderate correlation, 0.60-0.79 signifies a strong correlation, and 0.80-1.0 indicates a very strong correlation. Thus, the correlation of the measurement items in this study is classified according to Alwadaei's (2010) categorization. Table 4.4 below presents the results of the Pearson correlation coefficient analysis, demonstrating the relationship between the predictors (Shared Goals and Values, Leadership Style, Trust, Communication, and HR Practices) and the dependent variable (job satisfaction).

Table 4.1. Correlations Analysis

		SGV	LS	T	C	HRP	JS
SGV	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	152					
LS	Pearson Correlation	.592**	1				
	Sig. (2-tailed)	.000					
	N	152	152				
T	Pearson Correlation	.439**	.529**	1			
	Sig. (2-tailed)	.000	.000				
	N	152	152	152			
C	Pearson Correlation	.524**	.507**	.552**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	152	152	152	152		
HRP	Pearson Correlation	.503**	.591**	.499**	.634**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	152	152	152	152	152	
JS	Pearson Correlation	.753**	.697**	.610**	.684**	.696**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	152	152	152	152	152	

**. Correlation is significant at the 0.01 level (2 tailed).

The researcher conducted a bivariate correlation analysis to investigate the relationship between the

independent and dependent variables of the study. Pearson's correlation coefficient, a widely used method for examining the association between two continuous variables, was employed. This study utilized the Pearson's correlation coefficient (r) to assess the strength of the relationship between the independent variables (HR Practices, Communication, Trust, Shared Goals and Values, and Leadership Style) and the dependent variable (job satisfaction).

According to Alwadaei (2010), a correlation coefficient (r) of 0.000 indicates no correlation, while a value between 0.01-0.09 suggests a very weak correlation. A coefficient between 0.10-0.29 indicates a weak correlation, 0.30-0.59 represents a moderate correlation, 0.60-0.79 signifies a strong correlation, and 0.80-1.0 indicates a very strong correlation.

Therefore, the correlation of the measurement items in this study is classified based on Alwadaei's (2010) categorization. Table 4.1 above presents the results of the Pearson correlation coefficient analysis, demonstrating the relationship between the predictors (Shared Goals and Values, Leadership Style, Trust, Communication, and HR Practices) and the dependent variable (job satisfaction).

Regression Analysis

Regression is attempted to explain the variation in a dependent variable because of the variation in independent variables. Regression is thus an explanation of causation. If the independent variable(s) sufficiently explain the variation in the dependent variable, the model can be used for prediction.

Table 4.2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878[a]	.771	.763	.40745

Source: *questionnaire and SPSS output (2024)*

As a result, revealed in table 4.2, the value of R Square is 0.771. From this figure one can conclude that the explanatory variables jointly explained 77.1% job satisfaction. The remaining percent of the change in job satisfaction caused by other factors which are not included in this study. The rule of thumb, which can be used to determine the R2 value as follows: < 0.1: poor fit, 0.11 to 0.30: modest fit, 0.31 to 0.50: moderate fit, > 0.50: strong fit (Muijs, 2004). The R2 value of this study is 0.771. According to the rule of thumb, the model is strong fit.

Table 4.3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.376	5	16.275	98.034	.000[b]
	Residual	24.238	146	.166		
	Total	105.614	151			

Source: questionnaire and SPSS output (2024

Multiple regression was adopted to predict organizational performance Model; it had the ability to predict the organizational performance significantly, F (98.034), P=0.000, with R^2 of 0 .771 This indicate that the model is strong fit with the predictor variables (Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices) accounted for 77.1% of the variance in job satisfaction are well explained and the remaining 22.9% of the variation in the dependent variable is explained by other variables which is not included in this study. Therefore, the value of computed (F=98.034). In addition to significance level of (0.000). This indicates that the curve of regression is good in explaining the effects of employee's relationship management practices on job satisfaction.

Table 4.4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.166	.135		1.231	.220
	Shared Goals and Value	.315	.043	.384	7.333	.000
	Leadership Style	.143	.045	.178	3.161	.002
	Trust	.116	.042	.143	2.793	.006
	Communication	.152	.048	.179	3.168	.002
	HR practices	.204	.054	.214	3.777	.000

The findings of the study show that all of the explanatory variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had significant effects on job satisfaction with P-value of 0.000, 0.002, 0.006, 0.002 and 0.000 respectively.

On the other hand, the results of regression analysis revealed that variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had positive effect on job satisfaction with the Beta value of (0.384, 0.178, 0.143, 0.179, and 0.214) respectively.

In addition, the result indicated that Shared Goals and Value and HR practices are the most predicators of job satisfaction in the selected private banks.

A multiple linear regression analysis is carried out to predict the values of a dependent variable. In multiple linear regressions there are explanatory variable and the relationship between dependent variable and explanatory variables is represented by the following equation.

$Y=B_o+b_1X_1+b_2X_2+b_3X_3+b_4X_4+b_5X_5+\quad e.$ Where BO is the constant term B1, - B5 are estimated regression coefficients. Therefore, the regression analysis is presented as

$JS=0.220+0.000SGV+0.002LS+0.006T+0.002C+0.000HRP+e$

The Beta value for Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices is 0.384, 0.178, 0.143, 0.179, and 0.214 respectively.

Standardization Regression Equation

Shows the standardized Beta value of the independent variables in this study and presented as $JS^*=0.384SGV+0.178LS\quad+0.14ET+0.179SC+0.214HRP+e$, where e SGV, LS, T…HRP are the standardized coefficients values of the independent variables.

Discussion on Findings

This section incorporates with discussion finding with empirical and theoretical evidences on the perceived relationship between Shared Goals and Values, Leadership Style, Trust, Communicationand HR Practices and job satisfaction.

The mean scores for leadership style (3.2447) were greater than the rest of variables indicating that respondents are satisfied with the leadership style practice of the selected private banks. This is supported by leadership is considered a factor that has a major influence on the performance of organizations, managers and employees. Leadership style, often called 'management style', describes the approach managers use to deal with people in their teams (Wang and Lee, 2009).

Employees were satisfied with HR practices with mean score value of (3.0846). This supported by HR Practices is crucial function of Human Resource Management which can bring change status of ERM in the organization as this function could be quantified and resulted in statistical data to prove its importance in enhancing ERM status in the organization. Hence improved quality and productivitylinked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career planning and development. This will definitely improveERM status in the organization. This makes employees more

satisfied and can improve employee's performance in the organization (Sinha & Bajaj, 2013).

Thirdly, employees were satisfied with trust with mean value of (3.0605). This is supported by Trustis a critical variable influencing the performance, effectiveness, and efficiency of the organization. Trust is considered one of the most influential variables on organizational performance. Trust may grow, decline, or even remerge over the course of a relationship. A majority of researchers posit trustas consisting of two elements; integrity and reliability. In employee employer relationship trust is the level of reliance one can place upon the information received from another person and confidence in the relationship partner. As such, trust is a key relationship element. If employees do not trust their managers, the flow of upward communication will be compromised (or simply will not happen); likewise, if managers do not trust the employees who work for them, the downward flow ofcommunication will be negatively affected (Herington et al., 2009).

Fourthly, employees were satisfied with communication with mean value of (2.8987). This issupported by Communication is important in organization. It serves as the coordination link betweenpeople and organizational functions. Ongoing, frequent two-way communication is one of the most important components of a comprehensive employee relations strategy. Communication with employees strengthens their identification with the institution and creates institutional solidarity due to trust among employees or between different departments (Chinomona & Sandada, 2013). Communication allows interaction among team members and this can happen in various ways that consist of face-to-face meetings, telephone, e-mails and others. Communication in the organization is important because employees well informed in order to perform well and share ideas with their colleagues (Noordin et al., 2010).

Communication is one of the critical components that enhance the spirit of team work within the organization. Decentralized organizational structures can enhance the quality of decision making in an organization and vice versa. Top down and bottom up management approach in an organization is likely to promote cohesiveness among workers of the organization hence job satisfaction. Timely feedback of employees on evaluations from top level managers and open door culture of sharing ideas between top level management and lower level management always enhances employee satisfaction and organizational performance. The spirit of team work and creativity in the organization is promoted by the communication of the organization with its stakeholders (Ibid).

Organizational integration is all about the extent to which individuals receive immediate environments' information. Which may include the level of satisfaction with information concerning plans of the departments, some personnel news and job level requirements. Communication used in supervision includes both downward and upward communication aspects with superiors. The three of the fundamental items are; the level to which ideas are openly embraced by supervisors, the degree to which supervisors pay attention and listen, and the degree to which supervisors guide their employees in solving problems related to their jobs. Communication is a true reflection both on the personal and organizational levels (Noordin et al., 2010).

Fifthly, employees were satisfied with Shared Goals and Value with mean value of (2.8816). This is sup-

ported by In the business context, a goal is most commonly viewed as something that a firm "values" and the extent to which employee's value the same goal provides a sharing of something of value between employees and the firm. Shared values is defined as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Herington et al., 2009). The essence of a shared goal is that it is a reflection of connection among employees and management towards an important undertaking. Sharing common goals enables employees to direct their efforts to the achievement of that particular goal, but for that to happen there should be interdependence and collaboration among employees. Sharing common goals can positively impact on employee performance and organizational outcomes (Chinomona & Sandada, 2013).

The findings of the study indicated that there is positive and significant correlation between Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and the dependent variable (job satisfaction) in the selected private banks. This implies that Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and job satisfaction is going hand in hand in the selected private banks. This is supported by Musyoki (2012) study on the relationship between job satisfaction and ERM at the Kenyan NCPB found out that, ERM practices had positive and significant with job satisfaction.

The value of R Square is 0.771. From this figure one can conclude that the explanatory variables jointly explained 77.1% job satisfaction. The remaining percent of the change in job satisfaction

caused by other factors which are not included in this study. This is supported by Yalew (2019) conducted a study on The Effect of Employee Relationship Management on Employee's Performance": Study on Ethiopian Insurance Sector. The study established a multiple coefficient correlation of 0.837 (83.7%) between employee relationship management and employee's performance. The study concludes that employee relationship management has significant positive effect on employee's performance in Ethiopian insurance sector.

The findings of the study show that all of the explanatory variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had significant effects on job satisfaction. On the other hand, the results of regression analysis revealed that variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had positive effect on job satisfaction. In addition, the result indicated that Shared Goals and Value and HR practices are the most predicators of job satisfaction in the selected private banks. This is supported by Dhani, Navita and Chaubey (2017) conducted a study on Analysis of Employee Relationship Management and Its Impact on Job Satisfaction. ERM practices have positive effect on the employees' Job Satisfaction in Small and Medium Enterprises in Dehradun. Organizations are realizing that Employee Relationship Management helps them to build stronger relationship with employees. As such ERM can build and enhance relationships and reinforce commitment to the company and improve the employees' job satisfaction.

From this research it becomes evident that ERM can bring benefits for organizations. ERM can

work by strengthening and increasing the relationship between organizations and their employees. The results of the research reveal that if Employees Relationship management practices i.e. trust, HR practices, shared goals and vision, Communication and leadership styles.

Summary Findings of the study

The summary findings of the study were summarized based on the findings from descriptive statistics, Pearson correlation and multiple regression analysis.

The mean scores for leadership style was greater than the rest of variables indicating that respondents are satisfied with the leadership style practice of the selected private banks followed by HR practices, trust, communication, and shared goals and vision.

The findings of the study indicated that there is positive and significant correlation between Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and the dependent variable (job satisfaction) in the selected private banks at 1% level of significance. This implies that Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices and job satisfaction is going hand in hand in the selected private banks.

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Conclusion

The major purpose of this research is to investigate the effect of ERM on job satisfaction performance at banking sectors. From this paper it is agreed that ERM components has positive effect on the job satisfaction performance in banking sectors. Organizations are realizing that ERM helps them to build stronger relationship with employees. As such ERM can build and enhance relationships and reinforce commitment to the company and improve the employees' job satisfaction. From this research it becomes evident that ERM can bring benefits for organizations.

ERM can work by strengthening and increasing the relationship between organizations and their employees. To reap the required objectives from ERM there is a need to implement them according to strategy. Many companies-built strategy by keeping an eye on their employees. The results of the research reveals that if ERM components (HR practices, communication, trust, shared goals and values and leadership styles) are implemented in organizations and managers give it high attention it can enhance ERM status in organizations through help employees job satisfaction in achieving tasks and targets set for their job positions and helps in developing effective communication channels and systems so that information needs of employees are met.

It emphasizes on performance, growth and development of employees for creating competitive ad-

vantage. It helps in improving working conditions, establishing healthy relations among employees; it inculcates a sense of belongingness among employees.

ERM components are ordered according to their effect on the employees' performance where noticed that HR practices has the most approval from the viewpoint of the members of the sample, and then Leadership Style, Shared goals/values, Trust and finally the Corporate Communication.

Explanatory variables jointly explained 77.1% job satisfaction. The remaining percent of the change in job satisfaction caused by other factors which are not included in this study. The findings of the study concluded that all of the explanatory variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had significant effects on job satisfaction. On the other hand, the results of regression analysis revealed that variables Shared Goals and Values, Leadership Style, Trust, Communication and HR Practices had positive effect on job satisfaction. In addition, the result indicated that Shared Goals and Value and HR practices are the most predictors of job satisfaction in the selected private banks.

Recommendations

Based on the findings of the study, the researcher recommends the following points.

- Banks should have clear model for ERM. This model should contain every aspect for the employee relationships where ERM must be a new concept the organizations adopt and implement where the employees are the key success of any organization.

- Banks should focus on training as a very helpful strategy for the employees to develop their skills and abilities to enable them carry the tasks on the right way.

- Banks should employ best HR practices to achieve consistently improving results in their employees' job satisfaction

- Banks should provide inspiring and effective leadership, open, transparent communication which will lead to motivated employees and positive job satisfaction.

- Banks should improve communication within the employees through interchange ideas, feelings and opinions with management to strength the relationship with employees.

- Banks should open lines of communication which can improve employee's relationships, and it should provide feedback, actively listening to employees.

- Employees should be involved by Banks in decision making that will improve trust between them and improve their job satisfaction.

- Managers should clarify goals and values, provide formal and informal feedback, and engage employees in open and honest dialogue, so they can improve the relationships they share with employees.

Conflict of Interests

The authors declare that there's no conflict of interest concerning to the publication of this article

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