



Employee Relationship Management Practices and Perceived Job Satisfaction in Nepalese Small Businesses

Manoj Kumar Chaudhary, PhD

(Principal Author)

Associate Professor

Central Department of Management, Tribhuvan University

manoj.cdmtu@gmail.com,

<https://orcid.org/0000-0003-4515-6319>

Krishna Neupane*

Research Scholar

DAV Business School, Purbanchal University

krishnaneupane2053@gmail.com,

<https://orcid.org/0009-0008-3868-4942>

Rajan Aryal

MBA Graduate

DAV Business School, Purbanchal University

rajan.aryal01@gmail.com

Corresponding Author*

Received: November 19, 2024

Revised & Accepted: December 27, 2024

Copyright: Author(s) (2024)



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

Abstract

Purpose – This study highlights the significance of efficient human resource management for organizational success by examining the effects of Employee Relationship Management (ERM) practices on job satisfaction in Nepali small businesses. Concentrating on small enterprises essential to Nepal's economy, the study aims to clarify how teamwork, open communication, suggestion programs, conflict resolution, employee empowerment, and decision-making involvement can enhance employee job satisfaction.

Design/methodology/approach – A quantitative research approach was used, utilizing a descriptive and causal-comparative design. 175 employees from 20 small businesses in



Lalitpur district of Nepal participated in a structured questionnaire survey that was used to gather data.

Findings/Conclusions – The results show that job satisfaction and ERM practices are significantly correlated. The most substantial effects were demonstrated by teamwork, whereas empowerment and open communication had weaker but still favorable correlations. The study showed Employee Relationship Management (ERM) practices boost employee retention and job satisfaction and foster a positive work environment, eventually improving organizational performance.

Implications – It gives policymakers and business executives valuable guidance and emphasizes how crucial it is for small businesses to prioritize ERM for long-term growth. Future studies should investigate the relationship between ERM and job satisfaction using a larger and more varied sample, taking demographics and leadership philosophies into account.

Originality/value - In the context of Nepali small businesses, this study adds to the conversation about employee well-being and organizational success. A unique aspect of this research is that it is the few to look at the relationship between ERM and employee job satisfaction in Nepali small scale businesses.

Keywords: Employee relationship management, Employee retention, Job satisfaction, Small businesses, Workplace dynamics

Introduction

Employee Relationship Management (ERM) is gaining recognition as a key factor in driving organizational success, especially for small businesses, and these businesses often struggle with managing human resources due to limited resources and informal organizational structures (Raizada, 2019). In Nepal, small enterprises are vital to the economy, but they face challenges in adopting effective ERM practices, which can harm employee job satisfaction (Shrestha, 2022). Maintaining positive employee relationships is essential for organizational growth and gaining a competitive edge (Mala & Suresh, 2021; Werbler & Harris, 2009). Small and medium-sized enterprises (SMEs) face tough competition as the knowledge economy has grown gradually (Chaubey et al., 2017; Yongcai, 2010). To succeed and expand in the highly rivalry market, employers are encouraged to develop and apply the right human management skills to motivate their employees effectively (Khoreva & Van Zalk, 2017; McDermott et al., 2013; O'Donoghue et al., 2016; Segbenya & Ansah, 2020; Zhou et al., 2013).

Employee Relationship Management (ERM) is a strategic approach focused on enhancing employee motivation by fostering and continually improving the unique relationships between employees and their employers (Demirbag et al., 2014; Harney et al., 2018; Keeble-Ramsay et al., 2014; Persson & Wasieleski, 2015; Sparrow & Makram, 2015; Wargborn, 2008). The expertise, and intellectual contributions of employees have become essential factors that distinguish successful companies from their counterparts in present economic conditions. As a result, what were once operational human resource functions have evolved into more strategic responsibilities (Becker & Huselid, 2006). Managing relationships with employees effectively



is crucial throughout the employment journey whether at hiring, during employment, or at the time of departure (Rose et al., 2008).

Management of employee relationships effectively is essential for the growth of any institution. Strong working relationships between employees and management are key to achieving high job satisfaction (Boyle, 2006). Many employees feel dissatisfied with their jobs, often because of unhealthy relationships with their employers (Kumar & Singh, 2011; Ogunfowora & Weinhardt, 2021; Opatha, 2019; Chaudhary & Chaudhary, 2023). Taking the time to understand and address the unique needs of each employee, and genuinely adding value to their experience, can help attract and retain top talent (Strohmeier, 2013), especially in today's competitive job markets (Keim & Fritsch, 2008). Beyond economic needs, it is also crucial to pay attention to employees' psychological and social well-being (Ramlall, 2004; Schweitzer & Lyons, 2008).

Although numerous researchers have highlighted the role of employee relationship management (ERM) as a crucial component in this extreme rivalry economic conditions (Barry & Crant, 2000; Bradbury & Lichtenstein, 2000; Gersick et al., 2000; Wrzesniewski et al., 2003), small and micro enterprises (SMEs) often overlook it. These businesses tend to place less emphasis on employee relations, which results in ongoing struggles to build and sustain positive relationships. This neglect can lead to unnecessary conflicts within the organization, negatively affecting both job satisfaction and overall performance. This research intends to search the different aspects of ERM and examine its perceived effects on employee satisfaction in small businesses.

Literature Review and Hypotheses Development

Employee Relationship Management

Employee Relationship Management (ERM) originated in the 20th century to describe the balance of rights, responsibilities, and management between businesses and their employees. Employee relations are heavily affected by the economic, political, legal, and social contexts of a society (Yongcai, 2010). It primarily targets on fostering healthy relationships among employers and employees, or managers and their teams, with the goal of building trust, improving morale, and creating a productive work environment (Bajaj et al., 2013). To nurture positive relationships and bring out the best in each team member, organizations typically implement a variety of ERM practices. Schweitzer and Lyons (2008) highlight several key practices, including: 1) empowering and involving employees; 2) encouraging employee suggestions; 3) supporting collective bargaining; 4) managing conflicts and addressing grievances; 5) providing training and development opportunities; 6) ensuring transparency in communication; and 7) promoting teamwork and group activities.

Job Satisfaction

Locke (1976) describes job satisfaction as a favorable feeling that comes from how an employee assesses his/her job or work experiences (Judge & Klinger, 2008). Locke emphasizes that the emotional response of an employee is a key part of job satisfaction, and includes three



main elements: clear communication, the cognitive aspect, and a focus on the job itself. According to Armstrong (2009), an employee's sense of contentment regarding the work and the work environment is known as satisfaction with employment. It is the emotional reaction a person has toward their job, which motivates them to perform well. Job satisfaction is not about personal contentment but about how an employee feels while doing their job. It reflects the emotions tied to achieving work goals (Lu et al., 2019). Ultimately, satisfaction with a job results from a combination of psychological, physical, and environmental factors, shaping an employee's attitude toward their work.

Relationship between Variables

Employee Empowerment and Involvement with Job Satisfaction

Employee empowerment methods can increase satisfaction with work by offering employees a feeling of ownership as well as rendering their duties feel more significant (Bowen & Lawler, 1992). Production-related research backs up this notion, demonstrating a favorable relationship between independence and suggestions with job happiness. A positive relationship between job satisfaction and employee empowerment has also been found in the public sector (Fernandez & Moldogaziev, 2015; Kim, 2002; Lee et al., 2006; Savery & Luks, 2001; Wright & Kim, 2004).

H1: Employee empowerment and involvement have a significant impact on job satisfaction.

Initiating Employee Suggestions with Job Satisfaction

Yusof and Aspinwall (2010) describe employee suggestion programs as structured systems designed to encourage workers to offer valuable ideas for enhancing the organization. When these suggestions are implemented, employees are rewarded either financially or through other forms of recognition, based on the benefits the idea brings to the company. This fosters a culture of trust, job satisfaction, and continuous improvement. Marx (1995) expands on this by characterizing suggestion schemes as official processes that encourage the staff to consider their jobs and workplace in novel ways. They do this by submitting suggestions that, if approved and advantageous to the company, are paid appropriately. On the basis of these information, it is hypothesized;

H2: Initiating employee suggestion programs significantly influences job satisfaction.

Conflict Management and Grievance Resolution with Job Satisfaction

Conflict is a well-recognized aspect of organizational life (Argyris, 1971; Corwin, 1969; Katz & Kahn, 2015; Litwin, 1968; Pondy, 1967; Ruble & Thomas, 1976; Walton et al., 1969). Nonetheless, interpersonal and small-group dynamics have been the focus of the majority of the research on conflict (Gelfand et al., 2008). There is a growing need to examine the organizational factors that either facilitate or hinder effective conflict management and how they influence key outcomes such as job satisfaction and employee performance (Brett & Rognes, 1986; De Dreu & Gelfand, 2008; Jehn & Bendersky, 2003; Kolb & Putnam, 1992). Chaubey et al. (2017) found that effective conflict management and grievance resolution are positively related to job satisfaction, as managing conflict directly impacts the happiness with the job of employees.



H3: Conflict management and grievance resolution have a significant impact on job satisfaction.

Transparency in Communication with Job Satisfaction

Hadziahmetovic and Salihovic (2022) emphasize that communication is crucial for the success of workplace programs and policies, serving as the cornerstone of healthy organizational practices. He argues that clear and transparent communication about workplace operations is essential for achieving positive outcomes for both employees and the organization. Chinomona and Sandada (2013) also found that open communication positively affects employee job satisfaction. Improved communication makes employees' work more efficient and contributes to the growth of both the employees and the organization. Petković and Rapajic (2021) further support this by highlighting a favorable link of communication and fulfillment with the job.

H4: Transparent communication has a significant effect on job satisfaction.

Encouraging Teamwork with Job Satisfaction

Campion et al. (1996) discovered that the effectiveness of teamwork is a strong predictor not only of productivity but also of team members' satisfaction and management's evaluation of team performance. This approach fosters better communication among employees, ensuring that everyone receives timely feedback and information. Promoting teamwork helps employees reach their goals more efficiently compared to working individually. Gully et al. (2002) also supported the positive link between teamwork and job satisfaction.

H5: Encouraging teamwork significantly influences job satisfaction.

Methods

Research Design

A quantitative research method is applied in this investigation. It employs a causal-comparative and descriptive study design to offer a thorough and precise description of a particular phenomenon, while also examining the cause-and-effect relationships between employee relationship management and job satisfaction.

Population and Sampling

The population is the whole set of members about which a scholar wishes to draw conclusions (Cooper & Schindler, 2003; Chaudhary et al, 2025). According to the Industrial Enterprise Act of 1992, small businesses in Nepal are defined as organizations with capital investments ranging from NPR 1 million to NPR 10 million. For this study, employees from 20 small businesses in Lalitpur district of Nepal were selected. Purposive and convenience sampling methods were used to choose the participants. Hair et al. (2016) recommend that for advanced multivariate analyses, five to ten times the number of the items being measured should be the sample size. Accordingly, 200 questionnaires were distributed through personal visits to the respondents, with 187 returned and 175 deemed valid for analysis.

Source of Measurements

The questionnaire was developed after reviewing existing literature. Likert scales with five points were used; responses ranged from (1) "strongly disagree" to (5) "strongly agree." Three



sections made up the survey: the first asked participants for their personal information; the second talked about employee relationship management; and the third assessed work happiness. Chaubey, Mishra & Dimiri (2017) and Govender (2020) were the sources of the measuring items and utilized to evaluate the effect of employee relationship management on job satisfaction. There are five main variables from the research framework.

Data Analysis Tools

Data regarding employee relationship management and its impact on job satisfaction were gathered for this study using standardized questionnaires. The questions were chosen with care to make sure they had a purpose and matched the goals of the study. To get standardized answers, every question was closed-ended. Using SPSS version 25, the data were statistically analyzed. Stepwise regression was used to evaluate the effect of independent factors on work satisfaction, descriptive statistics were used to summarize the results, and correlation analysis was performed to investigate correlations between variables.

Table 1

Reliability Test

| Variables | Number of Items | Cronbach’s Alpha |
|--|-----------------|------------------|
| Employee Empowerment and Involvement | 5 | 0.801 |
| Initiating Employee Suggestions | 4 | 0.795 |
| Conflict Management and Grievance Resolution | 7 | 0.853 |
| Transparency in Communication | 6 | 0.893 |
| Encouraging Teamwork | 5 | 0.789 |
| Job Satisfaction | 8 | 0.903 |

Each variable's Cronbach's alpha values, which gauge the scales' internal consistency and dependability, are shown in Table 1. With values ranging from 0.789 to 0.943, all variables have satisfactory dependability.

Results and Findings

Table 2

Respondent’s Profile

| Variables | Specification | Frequency | Percentage |
|---------------|----------------|-----------|------------|
| Gender | Male | 104 | 59.43 |
| | Female | 71 | 40.57 |
| Age | 20-30 years | 44 | 25.14 |
| | 30-40 years | 89 | 50.86 |
| | Above 40 years | 42 | 24 |
| Qualification | | | |



| | | | |
|----------------|-------------------|----|-------|
| | Intermediate | 59 | 33.71 |
| | Bachelor | 79 | 45.14 |
| | Masters and Above | 37 | 21.15 |
| Service Year | | | |
| | Less than 5 years | 65 | 37.15 |
| | 5-10 Years | 72 | 41.14 |
| | Above 10 Years | 38 | 21.71 |
| Monthly Income | | | |
| | Below 20,000 | 27 | 15.43 |
| | 20000-40000 | 86 | 49.14 |
| | 40000-60000 | 44 | 25.14 |
| | Above 60000 | 18 | 10.29 |

The demographic information of the participants is summarized in Table 2. It shows a greater percentage of male employees, with 59.43% of respondents being male and 40.57% being female. As for the age distribution, 25.14% of participants were in the 20–30 age range, 50.86% were in the 30–40 age range, and 24% were over 40. In terms of education, 33.71% had already finished their intermediate level, 45.14% had a bachelor's degree, and 21.15% had a master's degree and above. Regarding work experience, 21.71% had more than ten years of experience, 37.15% had less than five years of experience, and 41.14% had five to ten years of experience. Most respondents (49.14%) received between 20,000 and 40,000 per month, with 25.14% earning between 40,000 and 60,000. Furthermore, 10.29% made above 60,000, while 15.43% made less than 20,000.

Table 3

Correlation Analysis

| Variables | Job Satisfaction |
|--|------------------|
| Employee Empowerment and Involvement | 0.623** |
| Initiating Employee Suggestions | 0.612** |
| Conflict Management and Grievance Resolution | 0.645** |
| Transparency in Communication | 0.726** |
| Encouraging Teamwork | 0.648** |

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

Table 3 displays Pearson's correlation matrix, showing meaningful relationships between the variables examined in this study. It illustrates significant connections between employee empowerment, involvement, employee suggestion programs, conflict management and grievance handling, communication transparency, teamwork, and job satisfaction. The correlation values for these factors range from 0.612 to 0.726. Notably, promoting teamwork has the strongest correlation with job satisfaction among all the independent variables. Employers who prioritize employee empowerment, teamwork, and skill development are more



likely to have contented workers, according to these findings. All five of the employee relationship management practice areas are favorably and strongly correlated with job satisfaction.

Table 4

Regression Analysis-Model Summary

| Model | R | R square | Adjusted R square | Std. Error of Estimate |
|-------|-------------------|----------|-------------------|------------------------|
| 1 | .784 ^a | .6147 | .6002 | .6882 |

a. Predictors: (Constant), Employee Empowerment and Involvement, Initiating Employee Suggestions, Conflict Management and Grievance Resolution, Transparency in Communication, Encouraging Teamwork

b. Dependent Variable: Job Satisfaction

Table 4 illustrates the regression model applied in this research. The value of R-square is 0.6147, suggesting 61.47% of the change in job satisfaction can be due to the independent variables, including employee empowerment, involvement, suggestion initiatives, conflict management, grievance resolution, transparency in communication, and promoting teamwork. Additionally, this indicates that the remaining 39.55% of the deviation in job satisfaction is affected by other factors not covered by this research.

Table 5

Coefficients

| Model | B | Std. Error | Beta | t | Sig. |
|---|-------|------------|-------|--------|------|
| (Constant) | .493 | .203 | | 2.43 | .047 |
| Employee Empowerment and Involvement (EEI) | .058 | .051 | .054 | 1.137 | .274 |
| Initiating Employee Suggestions (IES) | .168 | .048 | .182 | 3.5 | .012 |
| Conflict Management and Grievance Resolution (CM) | .157 | .049 | .101 | 3.204 | .018 |
| Transparency in Communication (TC) | .082 | .053 | .090 | 1.551 | .122 |
| Encouraging Teamwork | 0.258 | .051 | 0.263 | 5.0588 | .003 |

a. Dependent Variable: Job Satisfaction

Employee empowerment and involvement had a positive, although statistically insignificant, impact on job satisfaction, as shown in Table 5 (Beta = 0.054, t = 1.137, p > 0.05). In contrast, there was a positive and statistically significant impact on job satisfaction from starting employee ideas (Beta = 0.182, t = 3.5, p < 0.05). Likewise, measures of grievance redress and conflict management (Beta = 0.101, t = 3.204, p < 0.05) also showed a positive and statistically significant effect on job satisfaction. Communication transparency had a favorable but statistically negligible impact on job satisfaction (Beta = 0.090, t = 1.551, p > 0.05). Finally,



there was a positive and statistically significant boost to job satisfaction from encouraging teamwork (Beta = 0.263, t = 5.0588, p < 0.05).

Table 6

Hypothesis Testing

| Hypothesis | Accepted/Rejected |
|---|-------------------|
| H1: Employee empowerment and involvement have a significant impact on job satisfaction. | Rejected |
| H2: Initiating employee suggestion programs significantly influences job satisfaction. | Accepted |
| H3: Conflict management and grievance resolution have a significant impact on job satisfaction. | Accepted |
| H4: Transparent communication has a significant effect on job satisfaction. | Rejected |
| H5: Encouraging teamwork significantly influences job satisfaction. | Accepted |

Discussion

This research set out to investigate the association between job satisfaction and employee relationship management techniques at small companies in Lalitpur district of Nepal. The results emphasize how important these practices are and align with earlier studies that have also indicated a positive relationship between job satisfaction and employee relationship management (Akpan et al., 2021; Chaubey et al., 2017; Udas, 2021). Specifically, the paper suggests the more effectively businesses implementing practices such as employee empowerment, soliciting employee suggestions, fostering communication, managing conflicts, and promoting teamwork, the higher the job satisfaction of their employees.

Despite their good correlation with job satisfaction, employee empowerment and involvement had no discernible impact on it. This supports the findings of Udas (2021) and Chaubey et al. (2017), however, it runs counter to the study by Abraiz et al. (2012), which discovered that job satisfaction is positively impacted by employee empowerment. On the other hand, the research found that encouraging employee suggestions significantly enhanced job satisfaction, which is similar to the study conducted by Rad et al. (2009), Chaubey et al. (2017), and Udas (2021). When employees feel their suggestions are valued, it leads to greater job satisfaction (Ölçer & Florescu, 2015; Rehman, 2012).

Furthermore, the grievance settlement and conflict resolution procedures improve satisfaction with work, which is consistent with the research of Muhere (2017), Ndung'u and Michael (2011), Udas (2021), and Chaubey et al. (2017). However, the research discovered that communication transparency had no discernible impact on job satisfaction; it was still positively associated with it. This finding aligns with Udas (2021), who conducted similar



research in the Nepalese service sector. However, it contradicts studies by Hofmann et al. (2020), McFadden (2017), and Prasasti & Gunawan (2022), which found a significant impact of transparent communication on job satisfaction.

Finally, the paper highlighted that promoting teamwork significantly improved job satisfaction, which is consistent with the findings of Udas (2021), Chaubey et al. (2017), Hanaysha & Tahir (2022), and Yun et al. (2007). Encouraging team-based work appears to enhance employees' satisfaction with their jobs.

Conclusions

This paper investigates the relationship between ERM strategies and work satisfaction in Nepalese small businesses. The findings suggest that fostering practices such as employee empowerment, acknowledging contributions, participation in decision-making, effective conflict resolution, open communication, and positive workplace culture are essential to raising employee satisfaction. Employees who feel valued and experience positive interactions at work tend to report higher job satisfaction, leading to a more motivated and engaged workforce.

The findings emphasize how crucial it is to implement strong ERM practices to establish a supportive and encouraging workplace that puts the welfare of its employees first. In addition to improving job satisfaction, these procedures increase employee loyalty, reduce attrition, and foster a unified corporate culture. Maintaining a contented and dedicated workforce is beneficial and essential for sustainable growth and long-term success in Nepal, where small businesses form the economy's foundation. This study confirms the transformative power of adequately applied Enterprise Risk Management (ERM) practices in creating a happy and successful workforce. By implementing these strategies, small businesses in Nepal can ensure their long-term contribution to the country's economic development, laying a solid foundation for resilience, growth, and prosperity.

Implications

The findings of this paper provide insightful information for small businesses in Nepal, as well as for policymakers and business leaders who are looking to boost employee satisfaction and enhance overall organizational performance. For small businesses, the research highlights the importance of implementing effective Employee Relationship Management (ERM) strategies. Practices such as empowering employees, recognizing their contributions, involving them in decision-making, managing conflicts, fostering open communication, and creating a supportive work environment have been found to directly affect job satisfaction. Even with limited resources, small businesses in Nepal can adopt these practices at a low cost, ensuring employees feel appreciated and engaged. This can result in higher employee retention, increased productivity, and a more motivated workforce.

Moreover, small businesses could understand that cultivating a positive work culture not only increases job satisfaction but also enhances overall productivity and performance. Employees are more likely to remain in workplaces where they feel valued, so businesses that invest in strong ERM practices will benefit from better retention, which is essential for long-term growth and stability. The research also suggests that policymakers and business development



organizations would support small businesses by offering training and resources to help them adopt ERM strategies. Such initiatives could strengthen small businesses in Nepal, allowing them to compete more effectively while also fostering a more satisfied and motivated workforce. In conclusion, this study emphasizes the importance of incorporating ERM practices into the strategic framework of small businesses in Nepal to ensure their long-term sustainability and success. By adopting and refining these practices, small businesses can lay a strong foundation for growth, while promoting employee well-being and satisfaction with work.

Limitations and Directions for Future Research

This study reveals valuable knowledge concerning how job satisfaction in Nepali small enterprises is impacted by Employee Relationship Management (ERM) techniques. It is crucial to recognize certain limits when analyzing the findings. Firstly, the research increasingly used self-reported data, which is prone to bias and could compromise the validity of the conclusions. Information from a range of sources, such as peer and supervisor comments, would be beneficial to obtain a more thorough picture of the problem and increase the dependability of future research. Secondly, the results of this research are challenging to extrapolate to other sectors because the sample size was restricted to twenty small enterprises in Lalitpur district of Nepal. A larger sample size and the inclusion of companies from various industries could be the goals of future research in order to evaluate the findings' broader applicability and investigate additional variables that might affect the connection between ERM procedures and work satisfaction. Finally, other potential contributing factors such as employee demographics, corporate culture, and leadership styles were not taken into account in this study. The association between ERM practices and job satisfaction may be influenced by several factors. These elements could be examined in future research to offer a more thorough and sophisticated comprehension of the intricate dynamics at play.

Interest of Conflicts

Authors declare no conflict of interest while preparing this article.

References

- Abraiz, A., Tabassum, T. M., Raja, S., & Jawad, M. (2012). Empowerment effects and employees' job satisfaction. *Academic Research International*, 3(3), 392.
- Akpan, A. P., Okwudu, A. A., & Imagha, O. A. (2021). Exploring the Link between Employee Relationship Management and Organizational Citizenship Behaviour. *Saudi Journal Econ Fin*, 5(4), 164-172.
<https://doi.org/10.36348/sjef.2021.v05i04.005>
- Argyris, C. (1971). Management information systems: The challenge to rationality and emotionality. *Management science*, 17(6), B-275.
<https://doi.org/10.1287/mnsc.17.6.B275>



- Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice* 11th edition.
- Bajaj, R., Sinha, S., & Tiwari, V. (2013). Crucial factors of human resource management for good employee relations: A case study. *International Journal of Mining, Metallurgy & Mechanical Engineering*, 1(2), 90-92.
- Barry, B., & Crant, J. M. (2000). Dyadic communication relationships in organizations: An attribution/expectancy approach. *Organization Science*, 11(6), 648-664.
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: where do we go from here? *Journal of Management*, 32(6), 898-925. <https://doi.org/10.1177/0149206306293668>
- Bowen, D. E., & Lawler III, E. E. (1992). Total quality-oriented human resources management. *Organizational dynamics*, 20(4), 29-41.
- Boyle, T. A. (2006). Towards best management practices for implementing manufacturing flexibility. *Journal of Manufacturing Technology Management*, 17(1), 6-21. <https://doi.org/10.1108/17410380610639470>
- Bradbury, H., & Lichtenstein, B. M. B. (2000). Relationality in organizational research: Exploring the space between. *Organization Science*, 11(5), 551-564. <https://doi.org/10.1287/orsc.11.5.551.15203>
- Brett, J. M., & Rognes, J. (1986). Intergroup relations. *Groups in organizations*.
- Campion, M. A., Papper, E. M., & Medsker, G. J. (1996). Relations between work team characteristics and effectiveness: A replication and extension. *Personnel Psychology*, 49(2), 429-452.
- Chaubey, D. S., Mishra, N., & Dimri, R. P. (2017). Analysis of employee relationship management and its impact on job satisfaction. *Journal of Arts, Science & Commerce*, 8(2), 15-25.
- Chaudhary, M. K., & Chaudhary, R. K. (2023). Green human resource management for organizational sustainability: lessons from insurance companies in emerging market. *Journal of Emerging Management Studies*, 1(1), 1-19. <https://doi.org/10.3126/jems.v1i1.60159>
- Chaudhary, M. K., Mahato, S., & Adhikari, M. (2025). The Effectiveness of Online Learning in The Emerging Academic Environment: A Structural Equation Modelling (SEM) Approach. *FIIB Business Review*, 14(1), 103-113. <https://doi.org/10.1177/23197145231210355>
- Chinomona, R., & Sandada, M. (2013). Customer satisfaction, trust and loyalty as predictors of customer intention to re-purchase South African retailing industry. *Mediterranean Journal of Social Sciences*, 4(14), 437-446.
- Cooper, D. R., & Schindler, P. (2014). *Business research methods*. McGraw-Hill.
- Corwin, R. G. (1969). Patterns of Organizational Conflict. *Administrative Science Quarterly*, 14(4), 507-520. <https://doi.org/10.2307/2391588>
- De Dreu, C. K., & Gelfand, M. J. (Eds.) (2008). *The psychology of conflict and conflict*



- management in organizations*. New York: Lawrence Erlbaum Associates.
- Demirbag, M., Collings, D. G., Tatoglu, E., Mellahi, K., & Wood, G. (2014). High-performance work systems and organizational performance in emerging economies: Evidence from MNEs in Turkey. *Management International Review*, 54, 325-359.
- Fernandez, S., & Moldogaziev, T. (2015). Employee empowerment and job satisfaction in the US Federal Bureaucracy: A self-determination theory perspective. *The American review of public administration*, 45(4), 375-401. <https://doi.org/10.1177/0275074013507478>
- Gelfand, M. J., Leslie, L. M., & Keller, K. M. (2008). On the etiology of conflict cultures. *Research in Organizational Behavior*, 28, 137-166. <https://doi.org/10.1016/j.riob.2008.06.001>
- Gersick, C. J., Dutton, J. E., & Bartunek, J. M. (2000). Learning from academia: The importance of relationships in professional life. *Academy of Management Journal*, 43(6), 1026-1044.
- Govender, D. (2020). *The influence of employee relationship management on job satisfaction at Boxer Superstores head office* (Doctoral dissertation).
- Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A meta-analysis of team-efficacy, potency, and performance: interdependence and level of analysis as moderators of observed relationships. *Journal of Applied Psychology*, 87(5), 819-832. <https://doi.org/10.1037//0021-9010.87.5.819>
- Hadziahmetovic, N., & Salihovic, N. (2022). The role of transparent communication and leadership in employee engagement. *International Journal of Academic Research in Economics and Management Sciences*, 11(2). <http://dx.doi.org/10.6007/IJAREMS/v11-i2/14067>
- Hair, Jr, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I–method. *European Business Review*, 28(1), 63-76. <https://doi.org/10.1108/EBR-09-2015-0094>
- Harney, B., Dundon, T., & Wilkinson, A. (2018). *The Routledge Companion to Employment Relations*. London: Routledge.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, 219, 272-282. <https://doi.org/10.1016/j.sbspro.2016.05.016>
- Hofmann, Y. E., & Strobel, M. (2020). Transparency goes a long way: information transparency and its effect on job satisfaction and turnover intentions of the professoriate. *Journal of Business Economics*, 90, 713-732. <https://doi.org/10.1007/s11573-020-00984-0>
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in organizational behavior*, 25, 187-242. [https://doi.org/10.1016/S0191-3085\(03\)25005-X](https://doi.org/10.1016/S0191-3085(03)25005-X)
- Judge, T. A., & Klinger, R. (2008). *Job satisfaction: Subjective well-being at work: The*



Guilford Press.

- Katz, D., & Kahn, R. (2015). *Organizational Behavior 2*. New York: Routledge.
- Keeble-Ramsay, D., & Armitage, A. (2014). HRD challenges when faced by disengaged UK workers. *Journal of Workplace Learning*, 26(3/4), 217-231. <https://doi.org/10.1108/JWL-12-2013-0112>
- Keim, T., & Fritsch, K. (2010). *Strategic Information Systems: Concepts, Methodologies, Tools, and Applications*: IGI Global.
- Khoreva, V., Vaiman, V., & Van Zalk, M. (2017). Talent management practice effectiveness: investigating employee perspective. *Employee Relations*, 39(1), 19-33. <https://doi.org/10.1108/ER-01-2016-0005>
- Kim, S. (2002). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62(2), 231-241. <https://doi.org/10.1111/0033-3352.00173>
- Kolb, D. M., & Putnam, L. L. (1992). The multiple faces of conflict in organizations. *Journal of Organizational Behavior*, 13(3), 311-324. <http://www.jstor.org/stable/2488478>
- Kumar, N., & Singh, V. (2011). Job satisfaction and its correlates. *International Journal of Research in Economics & Social Sciences*, 1(2), 11-24.
- Lee, H., Cayer, N. J., & Lan, G. Z. (2006). Changing federal government employee attitudes since the Civil Service Reform Act of 1978. *Review of Public Personnel Administration*, 26(1), 21-51. <https://doi.org/10.1177/0734371X05276936>
- Litwin, G. H. (1968). Motivation and organizational climate. *Harvard Business School, Division of Research*.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology/Rand McNally*, 130.
- Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. *International journal of nursing studies*, 94, 21-31. <https://doi.org/10.1016/j.ijnurstu.2019.01.011>
- Mala, B., & Suresh, D. (2021). A study on significance of Employees-Employer relations and its effects on organizational development with special reference to steel Industrial units in Trichy. *Pacific International Journal*, 4(2), 36-42. <https://doi.org/10.55014/pij.v4i2.9>
- Marx, A. E. (1995). Management commitment for successful suggestion systems. *Work study*, 44(3), 16-18. <https://doi.org/10.1108/00438029510085357>
- McDermott, A. M., Heffernan, M., & Beynon, M. J. (2013). When the nature of employment matters in the employment relationship: A cluster analysis of psychological contracts and organizational commitment in the non-profit sector. *The International Journal of Human Resource Management*, 24(7), 1490-1518. <https://doi.org/10.1080/09585192.2012.723635>
- McFadden, P. D. (2017). *Management Transparency Impact on Employee Job Performance and Satisfaction*. Capella University.



- Muhere, W. M. (2017). *Effect of Employee Perception of Grievances Handling Procedure on Employee Job Satisfaction at the Ministry of East African Community (Eac), Labour and Social Protection in Kenya* (Doctoral dissertation, University of Nairobi).
- Ndung'u, M. N. (2011). *The Influence of Grievance Handling on Employee Job Satisfaction in Private Secondary Schools in Thika West District* (Doctoral dissertation, University of Nairobi).
- O'Donohue, W., & Torugsa, N. (2016). The moderating effect of 'Green 'HRM on the association between proactive environmental management and financial performance in small firms. *The international journal of human resource management*, 27(2), 239-261. <https://doi.org/10.1080/09585192.2015.1063078>
- Ogunfowora, B., Weinhardt, J. M., & Hwang, C. C. (2021). Abusive supervision differentiation and employee outcomes: The roles of envy, resentment, and insecure group attachment. *Journal of Management*, 47(3), 623-653. <https://doi.org/10.1177/0149206319862024>
- Ölçer, F., & Florescu, M. (2015). The mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 22(3), 111-136.
- Opatha, H. H. (2019). *Sustainable human resource management*. Lap Lambert Academic Publishing.
- Persson, S., & Wasieleski, D. (2015). The seasons of the psychological contract: Overcoming the silent transformations of the employer-employee relationship. *Human Resource Management Review*, 25(4), 368-383. <https://doi.org/10.1016/j.hrmr.2015.02.003>
- Petković, N., & Rapajic, M. (2021). Employees' Satisfaction with Communication in the Organization. *Ekonomika*, 67(3).
- Pondy, L. R. (1967). Organizational Conflict: Concepts and Models. *Administrative Science Quarterly*, 12(2), 296-320. <https://doi.org/10.2307/2391553>
- Prasasti, E., & Gunawan, A. W. (2022). Pengaruh Authentic Leadership Terhadap Employee Performance Melalui Transparent Communication, Job Satisfaction Dan Employee Engagement. *Journal of Comprehensive Science*, 1(2), 185-193. <https://doi.org/10.59188/jcs.v1i2.33>
- Rad, A. M. M., & De Moraes, A. (2009). Factors affecting employees' job satisfaction in public hospitals: Implications for recruitment and retention. *Journal of General Management*, 34(4), 51-66. <https://doi.org/10.1177/030630700903400404>
- Raizada, S. (2019). Employee relationship management: key to organizational growth. *Business Management and Strategy*, 10(1), 167-180. <https://doi.org/10.5296/bms.v10i1.14951>
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American academy of business*, 5(1/2), 52-63.
- Rehman, S. (2012). A study of public sector organizations with respect to recruitment, job



- satisfaction and retention. *Global Business & Management Research*, 4(1), 112.
- Rose, R. C., Kumar, N., & Ibrahim, H. I. (2008). Relationship between strategic human resource management and organizational performance: Evidence from selected Malaysian firms. *European Journal of Economics, Finance and Administrative Sciences*, 10(1), 86-97.
- Ruble, T. L., & Thomas, K. W. (1976). Support for a two-dimensional model of conflict behavior. *Organizational behavior and human performance*, 16(1), 143-155. [https://doi.org/10.1016/0030-5073\(76\)90010-6](https://doi.org/10.1016/0030-5073(76)90010-6)
- Savery, L. K., & Luks, J. A. (2001). The relationship between empowerment, job satisfaction and reported stress levels: some Australian evidence. *Leadership & Organization Development Journal*, 22(3), 97-104.
- Schweitzer, L., & Lyons, S. (2008). The market within a marketing approach to creating and developing high-value employment relationships. *Business Horizons*, 51(6), 555-565. <https://doi.org/10.1016/j.bushor.2008.03.004>
- Segbenya, M., & Ansah, J. (2020). Influence of human resource management practices on organizational performance at Atwima Mponua Rural Bank Limited. *Journal of Business and Enterprise Development (JOBED)*, 9. <https://doi.org/10.47963/jobed.v9i.182>
- Shrestha, P. (2022). Human resource management practices in Nepalese organizations: Some observations. *NCC Journal*, 7(1), 33-40. <https://doi.org/10.3126/nccj.v7i1.58617>
- Shrestha, S. K., Mahat, D., Neupane, D., & Karki, T. B. (2025). E-wallet usage and customer purchase intention: Understanding the mediating role of shopping satisfaction and E-wallet structure. *Multidisciplinary Reviews*, 8(3), 2025091-2025091.
- Sparrow, P. R., & Makram, H. (2015). What is the value of talent management? Building value-driven processes within a talent management architecture. *Human resource management review*, 25(3), 249-263. <https://doi.org/10.1016/j.hrmr.2015.04.002>
- Strohmeier, S. (2013). Employee Relationship Management-Realizing competitive advantage through information technology? *Human Resource Management Review*, 23(1), 93-104. <https://doi.org/10.1016/j.hrmr.2012.06.009>
- Udas, K. (2021). *Impact of Employee Relationship Management Practices on Job Satisfaction in Nepalese Service Sectors* (Master's dissertation).
- Walton, R. E., Dutton, J. M., & Cafferty, T. P. (1969). Organizational context and interdepartmental conflict. *Administrative Science Quarterly*, 522-542. <https://doi.org/10.2307/2391590>
- Wargborn, C. (2008). *Managing motivation in organizations. Why employee relationship management matters* (Master's thesis).
- Werbler, C., & Harris, C. (2009). Effective Communication Positively Impacts Employee Motivation Levels and Advocacy. *Princeton, NJ: Opinion Research Corporation*.



- Wright, B. E., & Kim, S. (2004). Participation's influence on job satisfaction: The importance of job characteristics. *Review of public personnel administration*, 24(1), 18-40. <https://doi.org/10.1177/0734371X03259860>
- Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sense-making and the meaning of work. *Research in organizational behavior*, 25, 93-135. [https://doi.org/10.1016/S0191-3085\(03\)25003-6](https://doi.org/10.1016/S0191-3085(03)25003-6)
- Yongcai, Y. (2010, May). Employee relationship management of small and medium-sized enterprises. *2010 International Conference on E-Business and E-Government*. IEEE. <https://doi.org/10.1109/ICEE.2010.243>
- Yun, S., Cox, J., Sims, H. P., & Salam, S. (2007). Leadership and teamwork: The effects of leadership and job satisfaction on team citizenship. *International Journal of Leadership Studies*, 2(3), 171-193.
- Yusof, S. R. M., & Aspinwall, E. (2000). TQM implementation issues: review and case study. *International Journal of Operations & Production Management*, 20(6), 634-655. <https://doi.org/10.1108/01443570010321595>
- Zhou, Y., Hong, Y., & Liu, J. (2013). Internal commitment or external collaboration? The impact of human resource management systems on firm innovation and performance. *Human Resource Management*, 52(2), 263-288. <https://doi.org/10.1002/hrm.21527>