

INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP

WWW.CIKD.CA

journal homepage: <https://www.ijol.cikd.ca>



Examining the Effect of Workplace Relationships on Job Satisfaction among Faculty Members at Private Universities in Mogadishu

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Keywords:

Workplace relationships, Job satisfaction, Academic staff

Received

24 April 2024

Received in revised form

22 May 2024

Accepted

26 May 2024

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ABSTRACT

The study aimed to determine the nature of the relationships between employers and employees, as well as between employees themselves, and how these interactions influence job satisfaction at private universities in Mogadishu. The researchers carried out an exhaustive review of the relevant literature and studies. In the current study, a quantitative methodology was used to carry out field research, and a sample size of 194 academic staff members was chosen to be representative of the population. They used questionnaires to collect data specifically about workplace relationships and job satisfaction. The study team meticulously gathered data to guarantee the reliability of the outcomes. Subsequently, the data was examined using statistical applications such as SPSS version 23 and SmartPLS 4. The research found a strong link between workplace relationships and job satisfaction. The empirical evidence enhances the existing theoretical understanding of the positive effects of workplace relationships. It rigorously analyzes the prevalent instances of employer-employee connections and employee-employee relationships. This research significantly adds to the ongoing scholarly discourse on workplace relationships inside academic institutions, offering valuable insights into the favorable results linked to this phenomenon. The study presented a list of recommendations for more research that may be conducted to solve the deficiencies that were revealed.

Since the 1940s, workplace relationships have improved communication between superiors and subordinates, influencing professional relationships and necessitating changes to traditional theoretical frameworks (Chernyak-Hai & Rabenu, 2018; Cetinkaya et al., 2021). Employees' working relationships enhance overall well-being and performance evaluations, requiring changes to traditional theoretical frameworks (Tran et al., 2018). Employers are increasingly recognizing the importance of employees in organizational success, emphasizing the need for unique workplace relationships (Arimie, 2019; Methot et al., 2017). Maintaining and strengthening these relationships boosts employee motivation, enthusiasm, job satisfaction, performance, and productivity (Abun et al., 2018; Anasi, 2020; Tran et al., 2018). Despite technological advancements, workplace relationships are expected to expand as people become a crucial part of an organization's operations (Cetinkaya et al., 2021).

The relationship between higher education employers and workers is crucial for fulfilling legal obligations and ensuring employee participation in working conditions (Ngari & Agusioma, 2013; Skaggs, 2015). Understanding these relationships is essential for institution development and success, as it encourages daily effort. Strong workplace relationships enhance productivity and job satisfaction for university academic staff (Ndagire et al., 2023).

Poor workplace relationships can lead to decreased employee motivation, decreased organizational performance, job satisfaction, and efficacy, high attrition, tension, and mental health issues (Abun et al., 2018). Academic staff relationships can significantly influence a university's competitive advantage and graduates' quality (Ndagire et al., 2023). However, research on workplace relationships is limited, and the relationship between job satisfaction and workplace relationships is under-researched (Anasi, 2020; Sias, 2008; Tran et al., 2018).

Research on African workplace relationships is challenging due to insufficient studies and socio-cultural and political factors (Cetinkaya et al., 2021). While empirical studies focus on organizational relationship typology, little research has been done on workplace relationships and job satisfaction (Abun et al., 2018). Mogadishu's private universities' academic performance is negatively impacted by a lack of qualified personnel, inadequate administrative staff, limited learning materials, and insufficient research publications (Eno et al., 2015; HIPS, 2013; Mohamed, 2020). The study investigates the relationship between workplace relationships and job satisfaction among Mogadishu's private university staff, with the specific following objectives: 1) Analyze the views of academic faculty members about the dynamics of employer-employee relationships and their impact on job satisfaction at private universities in Mogadishu, 2) Investigate academic staff opinions of employee-employee relationships and job satisfaction at private universities in Mogadishu.

Literature Review

Workplace Relationships

Workplace relationships are interpersonal interactions that occur during work, characterized by the way people interact and the emotions involved, including those between managers, employees, leaders, and colleagues at the same level (Methot et al., 2017; Sias, 2008). Workplace relationship refers to the sharing of information between individuals and groups to achieve goals, including supervisor-subordinate, peer, and mentoring relationships with colleagues (Anasi, 2020; Tran et al., 2018). Workplace relationships involve interactions between individuals, groups, or organizations to achieve specific goals, encompassing the

linkages and dynamics between persons within a work context (Bella, 2023; Cetinkaya et al., 2021). The study defines workplace relationships as associations between employers, subordinates, and employees, encompassing short-term exchanges or ongoing engagement.

Academic researchers have extensively studied workplace relationships, including peer-coworker, romantic, supervisor-subordinate, and consumer relationships. These relationships can be classified into supportive, antagonistic, beneficial, dysfunctional, or friendly vs hostile. However, many linkages do not entirely correspond to positive or negative attributes, as ambiguous associations lack significant features (Methot et al., 2017; Sias, 2008). The workplace has undergone significant changes in recent years, encompassing three main domains: workplace attributes, organizational influences, and managerial competencies. These domains include resources, labor, personnel, technology, markets, employees, values, leadership, work methodologies, and workplace layout (Chernyak-Hai & Rabenu, 2018). Abun et al. (2018) identified three workplace relationships: managerial flexibility, coworker relationships, and social relationships. They discussed how these relationships affect information and resources, focusing on supervisors and coworkers (Tran et al., 2018).

Organizations have various relationships, including supervisors and subordinates, coworkers and peers, mentors, and romantic, personal, and professional relationships. Workplace connections include interpersonal contacts between customers, professors, students, clients, and romantic partners. These relationships are analyzed from various perspectives, including organizational and relational aspects (Abe, 2021; Cetinkaya et al., 2021). Workplace relationships, including formal and informal connections, personal and professional interactions, and ties between peers, supervisors, subordinates, and mentors, significantly influence an organization's results, task fulfillment, and human well-being (Cetinkaya et al., 2021).

Positive working relationships, characterized by trust, collaboration, communication, respect, and social support, are crucial for workplace effectiveness (Bella, 2023). Research indicates that most workers' primary workplace challenges stem from relationships between employees and their managers. Supervisors should prioritize building strong relationships with coworkers (Abun et al., 2018). This study focuses on the vital employer-employee and employee-employee relationships within an organizational context (Abe, 2021). This research examines the role of workplace relationships from two perspectives: the relationships between employers and subordinates and the relationships among employees.

Employer-Employee Relationships

Barnard's 1938 discourse on work relationships viewed organizations as cooperative structures, while Mayo's Hawthorne Experiments (1927-1932) focused on employer-employee relationships, aiming to understand labor issues in the industrial sector from a unique perspective (Arimie, 2019). The legal and informal, financial, social, and psychological ties that exist between an employee and their employer are referred to as employer-employee relationships (Tsui & Wang, 2002). The employer-employee relationship is defined by efficient communication, pleasant collaboration, and mutual understanding, which boosts motivation and morale among employees (Arimie, 2019). Employer-employee relations are a complex concept to define, encompassing relationships between employers and trade unions,

as well as a wide range of labor relations (Arimie, 2019). The current research defines employer-employee relationships as written agreements outlining obligations and commitments, such as labor outputs, compensation, and benefits, for both parties.

The human relations approach to organizations has sparked research on the relationship between employers and workers today (Arimie, 2019). The employment relationship begins with an employer hiring a new employee, requiring a balance between salary and productivity to create a financially beneficial partnership. Motivation is crucial for sustaining relationships and productivity, while the relationship encourages employee engagement in decision-making (Abun et al., 2018).

Employer-employee relations are crucial for organizational success, as failure can lead to downfall. Building strong relationships with employees increases satisfaction and productivity, requiring consideration of workplace dynamics (Abun et al., 2018). A positive employer-employee relationship is crucial for organizational success, boosting employee engagement and performance. Employers provide tasks, while employees rely on monetary remuneration and emotional support. Strong relationships foster motivation, dedication, and trust (Arimie, 2019). Positive employer-employee relationships are reflected in employees' job satisfaction (Anasi, 2020). This study is crucial due to the need for quantitative research to establish the relationship between employer-employee interactions and work satisfaction in Somalia. This study proposes a research hypothesis derived from a comprehensive analysis of pertinent theoretical literature:

H1: *The hypothesis posits a direct association between employer-employee interactions and job satisfaction among private universities in Mogadishu.*

Employee-Employee Relationship

Employee relations refer to the interpersonal relationships within an institution that aims to promote job satisfaction, self-assurance, and job motivation among employees (Abun et al., 2018). Employee relationships are informal workplace connections where colleagues influence each other without official authority, providing emotional support due to their expertise and insight within the company (Cetinkaya et al., 2021). Employee relations refer to an individual's perception of their connection with colleagues, encompassing the exchanges and bonds within the same team or department (Bella, 2023; Staniec, 2021). The study employs definitions from Abun et al. (2018), Cetinkaya et al. (2021), Staniec (2021), and Bella (2023) due to their mutual support and alignment in defining the same concept.

Employee relations involve trust, active participation, dedication, and enthusiasm, which improve company results and worker welfare (Abun et al., 2018). A favorable atmosphere with high engagement can enhance corporate results and employee well-being (Basilio & Abun, 2023). Workplace relationships, including those with peers and coworkers, are crucial for a productive and harmonious work environment, providing emotional, professional, and instrumental support and shared knowledge (Tran et al., 2018). Strong coworker relations are crucial for business success, job satisfaction, and organizational performance (Anasi, 2020). Maintaining excellent relationships can either enhance or detract from the working environment (Staniec, 2021).

Positive employee relationships boost motivation and confidence, making effective communication a priority for building healthy connections among employees (Staniec, 2021; Basilio & Abun, 2023). To enhance workplace employee relations, it is recommended to foster teamwork, promote transparent communication, set team goals, organize team-building activities, and schedule regular meetings (Basilio & Abun, 2023). Management must address employee relationships and job satisfaction to ensure an organization's objectives are met, as workers are its most valuable asset (Ngari & Agusioma, 2013). This highlights the need for more attention to examine and improve these relationships to ensure the job satisfaction of private universities in Mogadishu. Based on a thorough examination of relevant theoretical literature, The present study aims to test the subsequent research hypothesis:

H2: *A positive and direct correlation exists between employee relations and job satisfaction in private universities in Mogadishu.*

Job Satisfaction

Job satisfaction, a widely debated topic in organizational studies, has been a topic of interest since the early 1900s (Gessesse & Premanandam, 2023). Job satisfaction refers to the positive emotions and pleasure experienced during one's job or work experiences, influenced by their affective state and disposition (Masum et al., 2015; Morrison, 2008). It promotes motivation and accomplishment, rather than personal gratification or contentment, and encompasses various emotions and attitudes towards their current employment, encompassing various emotions and attitudes towards their current employment (Albun et al., 2018; Gessesse & Premanandam, 2023). Job satisfaction refers to an employee's positive or pleasurable affective state resulting from their assessment of their current occupation, including both positive and negative aspects (Kim et al., 2023). The study uses various definitions of job satisfaction from Masum et al. (2015), Gessesse and Premanandam (2023), and Kim et al. (2023) as they are mutually supportive and interchangeable.

Masum et al. (2015) identified eight motivating factors for job satisfaction: salary, supervisory support, job security, training opportunities, team cohesiveness, career advancement, working environment, organizational culture, and policy. These factors influence job satisfaction by promoting responsibility, fostering connection, and reducing feelings of isolation. Research is crucial for developing policies and strategies to attract and retain skilled personnel in higher education, focusing on factors like compensation, oversight, corporate regulations, career growth prospects, and work environment (Gessesse, & Premanandam, 2023). The research on the determinants of job satisfaction presents inconclusive findings (Masum et al., 2015). The study examines job satisfaction among academicians at Mogadishu's private universities by analyzing six key attributes: salary, job security, coworkers, working environment, organizational support, and supervision over education.

Job satisfaction is influenced by workplace relationships, including employers, managers, and employees (Tran et al., 2018). It boosts employee motivation, productivity, and interpersonal connections (Gessesse, & Premanandam, 2023). It reduces turnover, burnout, and absenteeism. Job satisfaction also boosts employee behavior, productivity, and organizational success (Kim et al., 2023). It reduces job advertisements and training costs, promoting happiness and retention (Bella, 2023). Universities play a crucial role in promoting social

justice and job satisfaction, which are vital for employee retention and welfare (Masum et al., 2015). Understanding factors influencing academic staff's job satisfaction can help human resource directors improve policies promoting a positive work environment (Kim et al., 2023). Job satisfaction among academic staff can boost university productivity by fostering support, enhancing skills, motivation, and retention, and reducing discontent, impacting institutional loyalty, educational quality, and job pursuit (Gessesse & Premanandam, 2023; Kim et al., 2023). Consequently, the current body of research needs to provide more evidence to elucidate the influence of these characteristics on job satisfaction among university academic workforces (Kim et al., 2023).

Job satisfaction in higher education varies due to varying attitudes and behaviors across settings (Kim et al., 2023). More research is needed to understand the impact of these characteristics on university academic staff (Masum et al., 2015). While studies have investigated job satisfaction in non-academic organizations, few have specifically focused on academic fields (Kim et al., 2023). Most research has been conducted in industrialized countries, but more research is needed on job satisfaction in emerging nations (Anansi, 2020; Gessesse & Premanandam, 2023; Ndagire et al., 2023). This research aims to enhance the knowledge of job satisfaction in these nations to understand these challenges better and find practical solutions. More studies are also needed on the satisfaction of academic staff at private universities in Somalia, which is an area that needs to be well studied and needs more attention and documentation in the country (Gessesse & Premanandam, 2023).

Workplace Relationship and Job Satisfaction

Workplace relationships significantly influence employee motivation, performance, and job longevity (Ngari & Agusioma, 2013). Colleague interactions influence performance and creativity (Abun et al., 2018). Strong relationships enhance job satisfaction, performance, and productivity by promoting emotional state, motivation, and societal awareness (Tran et al., 2018). Effective management of positive relationships leads to improved job satisfaction (Anasi, 2020).

Management intervention can enhance workplace relationships, job satisfaction, and employee-employee relationships, thereby improving productivity and quality of life (Abun et al., 2018). Encouraging social activities and fostering good relationships can further enhance job satisfaction (Cetinkaya et al., 2021). Workplace relationships significantly influence job satisfaction and productivity, necessitating organizations to foster a healthy work environment (Bella, 2023). Building strong relationships in the workplace, as a social ecosystem, can significantly improve job satisfaction (Basilio & Abun, 2023).

Workplace relationships are crucial in all organizational settings, including universities, involving roles and responsibilities (Ndagire et al., 2023). Academic staff relationships require understanding faculty requirements, using informal and formal communication, and regularly assessing efficacy (Skaggs, 2015). The researchers analyzed past research on similar topics, such as the dynamics between employers and employees relationships and the relationships between employees and their impact on job satisfaction. More research is needed to investigate the connection between workplace relationships and job satisfaction (Abun et al., 2018; Basilio & Abun, 2023). Therefore, this study seeks to investigate workplace relationships and job satisfaction at private universities in Mogadishu.

Theoretical Framework

Social Exchange Theory

Social Exchange theory serves as the foundation for this study. In 1958, sociologist George Homans introduced the social exchange theory, which emphasizes small groups and the role of every society as a social system (Cetinkaya et al., 2021). Social exchange theory suggests that individuals form partnerships by assessing costs and benefits, and firms establish implicit agreements with workers, rewarding them for their time and effort, cultivating interpersonal relationships, and ensuring adequate assistance for fulfilling workplace responsibilities (Abun et al., 2018; Cetinkaya et al., 2021).

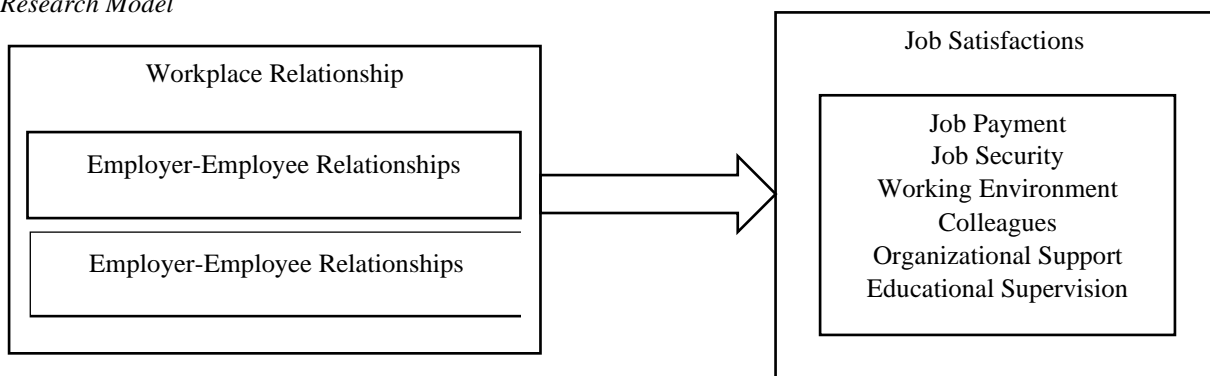
Social exchange theory is a theory that posits that workplace relationships are shaped by individuals' subjective evaluations of their benefits and disadvantages, with the frequency of rewards significantly influencing certain behaviors (Chernyak-Hai & Rabenu, 2018). The study utilizes the social exchange theory to investigate workplace relationships and job satisfaction in private universities, aiming to test the hypothesis that two distinct types of workplace relationships influence job satisfaction. The study investigates the influence of perceived workplace relationships on job satisfaction at private universities in Mogadishu, demonstrating its adaptability and potential for enhancing job satisfaction within these institutions.

Conceptual Framework

The research examines the impact of workplace relationships on job satisfaction in private universities, analyzing existing literature and developing a research model to understand the significance of these relationships. Empirical research has shown a connection between workplace relationships and job satisfaction. The issue of whether the link is positive or detrimental arises. Figure 1 illustrates this correlation and seeks to determine if it is positive or negative. There is a strong link between workplace relationships and job satisfaction. The research's conceptual research paradigm is shown in Figure 1.

Figure 1

Research Model



Method

Research Design

The study examines the correlation between workplace relationships and job satisfaction using an explanatory research approach. Explanatory research aims to enhance understanding of phenomena by refining, enhancing, or validating hypotheses (Saunders et al., 2023). This research uses an explanatory methodology to analyze situations or difficulties in describing

associations among variables, focusing on causal relationships among social phenomena (Neuman, 2014; Saunders et al., 2023).

Sample

Somalia's higher education system, initially two faculties established, expanded to become the country's sole public university in 1954 (Ministry of Education, Culture and Higher Education (MOECHE), 2022; Mohamed et al., 2023). However, civil strife in 1991 led to the overthrow of the central government, causing significant damage to the system (HIPS, 2013). A coalition of international organizations, local communities, diasporas, and religious groups reestablished it in 1999 (HIPS, 2013; Mohamed et al., 2023). In 2020, the National Commission of Higher Education accredited 41 out of 118 universities, with 83 in the Banadir region (MOECHE, 2022; Mohamed et al., 2023). Researchers selected 29 Mogadishu-accredited institutions, with an aggregate of 2,501 instructors across all Somali Universities. The research focuses on workplace relationships and job satisfaction among 342 lecturers from selected universities, with a sample size of 181 based on Krejcie and Morgan's (1970) table. A random sampling methodology was used to select participants from private universities in Mogadishu, including administrative staff and lecturers, to ensure equal opportunity.

Data Collection and Instruments

The researchers utilized secondary and primary data, primarily through questionnaires, to survey 230 faculty members at private universities in Mogadishu. The structured questionnaires, a five-point Likert scale, were completed by 217 individuals, providing valuable insights into the subject matter. The secondary data was acquired from trustworthy scholarly sources, including academic journals, books, and reports from various higher education institutions.

The measurement scales used in the study were adapted from previous studies. Abun et al. (2021) identified two distinct workplace relationships: the Employer-Employee Relationship, consisting of six items, and the Employee-Employee Relationship, comprising six items. Finally, Noori's (2023) research identifies six types of job satisfaction: job payment, job security, working environment, colleagues, organizational support, and educational supervision. These categories consist of three items each resulting in a total of 18 items. Participants were asked to rate 30 items on a five-point Likert scale, ranging from strongly disagree to strongly agree.

Data Analysis and Ethical Consideration

The researchers utilized SPSS software for inferential and descriptive statistical analysis of study participants' demographics, with data screening performed to ensure data quality and detect missing values. The study's model was validated using SmartPLS version 4, and data analysis was conducted using structural modeling and measurement techniques, assessing the instrument's reliability and validity and examining the interrelationships between variables. The research effectively addressed ethical issues by maintaining strict secrecy during data collection, administration, and analysis. Participants were informed of anonymity and confidentiality, as well as the study's goals and objectives before consent. They were provided

with sufficient information and autonomy to choose their involvement without the researchers' intervention.

Results

Characteristics of the Participants

Researchers utilized a Google form to screen data for missing values, excluded disengaged respondents, and analyzed five demographic characteristics of participants. The study revealed a cultural bias towards men in the working population, with 148 out of 194 individuals being male. Permanent workers were the most common, with 129 out of 194 being permanent workers. The workforce was predominantly young, with most aged 30 to 39. Job experience varied, with 63 individuals under five years, 111 with six to fifteen years, 15 with 16-20 years, and 5 with over 21 years. The majority held a master's degree 130 out of 194, with 18 having a Ph.D. However, more Ph.D. qualifications are needed at private universities in Mogadishu.

The Measurement Model

The measurement model evaluates construct quality, determining validity and reliability. Factor loadings, average variance extract, composite reliability, discriminant validity, and VIF for multicollinearity identification were examined. The study's results are presented in [Table 1](#) and [Table 2](#).

Table 1

Constructs Loadings, CR, AVE, and VIF for Multicollinearity

Variables	Indicators	Loading	CR	AVE	VIF
Employer-Employee Relationship	ESR01	.72	.77	.54	1.09
	ESR02	.71			1.26
	ESR03	.76			1.32
Employee-Employee Relationship	EER01	.62	.80	.51	1.22
	EER02	.75			1.54
	EER03	.80			1.61
	EER04	.67			1.28
Job Satisfaction	JS01	.69	.87	.50	1.92
	JS02	.77			1.78
	JS03	.69			1.90
	JS04	.68			1.76
	JS05	.70			2.07
	JS06	.70			1.71
	JS07	.72			1.9

The measurement model was validated by researchers to assess its accuracy and reliability. Factor loadings within the .50 to .70 range were considered appropriate (Chin, 1998). Hair et al. (2022) suggested eliminating indicators with factor loadings between .40 and .70 to improve internal consistency. The analysis results showed that fourteen indicators met the validity criterion, with factor loadings ranging from .62 to .80, which is within the acceptable range. Hair et al. (2022) suggested that convergent validity requires an Average Variance Extracted (AVE) value above a minimum threshold of .50. Chua's (2022) and Ringle et al.'s (2023) recommendations also suggest an acceptable value of AVE greater than or equal to .50. The findings determined that all levels exceeded the minimal permissible threshold. Finally,

composite reliability was chosen for reliability testing due to its more precise estimation (Hair et al., 2022). All constructs exceeded the minimum threshold of .70, with acceptable CR values ranging from .77 to .87. The discriminant validity was assessed using two techniques, as demonstrated in Table 2 and Table 3.

Validity assesses a scale's ability to accurately measure a desired component, including convergent and discriminant validity (Henseler et al., 2015). Convergent validity is determined by factor loading and AVE, assessing the extent to which observed variability in an indicator construct is adequately explained by the latent construct (Hair et al., 2022). Convergent validity is determined using factor loading and AVE, as shown in Table 1. Discriminant validity is the ability of a construct to be distinguished from others based on empirical evidence (Henseler et al., 2015). Chin (1998) and Fornell and Larcker (1981) proposed two methodologies for evaluating discriminant validity in Partial Least Squares (PLS) analyses; which use Heterotrait-Monotrait Ratios and the Fornell-Larcker Criterion. Table 2 illustrates the implementation of the Fornell-Larcker criteria.

Table 2

Fornell-Larcker Criterion

Variables	EER	ESR	JS
Employee-Employee Relationship (EER)	.71		
Employer- Subordinate Relationship (ESR)	.33	.73	
Job Satisfaction (JS)	.41	.30	.71

The Fornell-Larcker criterion is a method used to assess the discriminant validity of a model, determining the AVE square root of all variables (Chua, 2022). This indicates a stronger correlation between variables. The study's results show a high degree of discriminant validity, as shown in Table 3. As shown in Table 3, the study used the HTMT to assess the discriminant validity.

Table 3

Heterotrait Monotrait Ratio (HTMT)

Variables	(EER)	(ESR)	(JS)
Employee-Employee Relationship (EER)			
Employer- Employer Relationship (ESR)	.51		
Job Satisfaction (JS)	.52	.43	

The HTMT criteria are determined by calculating the average correlation between indicators across different constructions and comparing it to the average correlation across indicators measuring the same construct (Sarstedt et al., 2022). The HTMT correlation ratio test results should be less than .90, indicating discriminant validity (Chua, 2022). The results indicate that all constructs in the research are different and independent, indicating the model's high discriminant validity as shown in Table 3. The study utilized the Goodness of Fit method to evaluate the suitability of the model fit, as demonstrated in Table 4.

Table 4*Model Fit*

Fit indices	SRMR	D-ULS	DG	NFI
Suggest value	< .10	> .05	> .05	> .90
Recommended Value	.09	.97	.27	.93

The study computed SRMR, d ULS, and NFI to assess model fit, using Hair et al.'s (2022) goodness of fit statistic for PLS-SEM to prevent model misspecification. The study uses the standardized root mean square residual (SRMR) to compare observed and predicted correlation matrices, with a value below 0.096 indicating satisfactory results, meeting the acceptable threshold. The research used d_LS and d_G to calculate discrepancies, with statistical significance $p > .05$. Both d_LS and d_G meet the criteria, indicating their acceptability. The study used the Normed Fit Index (NFI), an incremental fit measure, to evaluate the model's overall fit. A satisfactory level of overall fit is indicated when the NFI exceeds the threshold of .90. The analysis in Table 4 demonstrates that the model exhibits a satisfactory level of fit.

Structural Model

The study confirmed the validity and reliability of a measurement model, followed by testing the suggested structural model. This stage involved evaluating the importance and applicability of the suggested structural links. Following Hair et al.'s (2022) recommendations, indicators were used to assess collinearity between constructs and determine the coefficient of determination (R^2), Q^2 , and F^2 Value. Detailed information on each stage is provided in later sections.

Collinearity

The study evaluated the model for potential collinearity, which could lead to biased route coefficients. A diagnostic test was used to detect common method bias, as the data was collected from a single source using the same instrument. The results showed that the Variance Inflation Factor (VIF) values for all variables were less than 5 as suggested by (Vinzi et al., 2010). Therefore, the research did not show any issues with common technique bias. The collinearity diagnostics are presented in Table 1.

The Coefficient of Determination (R^2), Predictive Relevance (Q^2) and F^2 Square Value

Researchers used the Coefficient of Determination (R^2) to evaluate the predictive accuracy of a structural model, assessing its ability to accurately predict outcomes, where the dependent variable represents the outcome (Hair et al., 2022). The study's results are shown in Table 4.

Falk and Miller (1992) suggested that R^2 values of .10 or higher are sufficient for a particular endogenous construct's variance explanation to be considered adequate. Cohen (1988) suggested that R^2 values for endogenous latent variables should be assessed using a scale of .26 (substantial), .13 (moderate), and .02 (weak). Table 4 reveals that employer-employee and employee-to-employee relationships account for 20.5% of the variance in job satisfaction.

Q^2 is a statistical tool that assesses a model's predictive relevance, with values above zero indicating well-reconstructed values. Its values for each impact indicate weak (.02), moderate (.15), and high (.35) respectively (Hair et al., 2022). Table 4 displays the study's Q^2 results,

revealing Q^2 values of .15 for job satisfaction, confirming the model's predictive relevance as the estimated Q^2 values exceeded zero.

The F^2 is a statistical tool used to evaluate the impact of excluding certain constructs from a model on the R^2 value, determining if these changes significantly affect the endogenous structure. The f-square value, with values of .02, .15, and .35, indicates small, medium, and significant effects, respectively (Cohen, 1988; Hair et al., 2022). Table 4 displays the F^2 values. The table analysis shows that the variables significantly contribute to job satisfaction, with the employer-employee relationship variable having a medium level of 14.3% and the employee relationship having a small level of 3.8%.

Table 4

The Coefficient of Determination R^2 and Q^2

Variables	R^2	R^2 Adjusted	Q^2	F^2
Job Satisfaction	.20	.19	.15	
Employee-Employee Relationship (EER)				.14
Employer- Subordinate Relationship (ESR)				.03

The Significance and Relevance of Path Coefficients

The research, using a bootstrapping approach with 5000 resamples, found a significant and positive correlation between employer-employee relationships, and employer relationships and job satisfaction. This confirms Hypothesis 1 (H1) and Hypothesis 2 (H2), indicating that the dimensions of workplace relationships significantly affect job satisfaction, as shown in Table 5 and Figure 2.

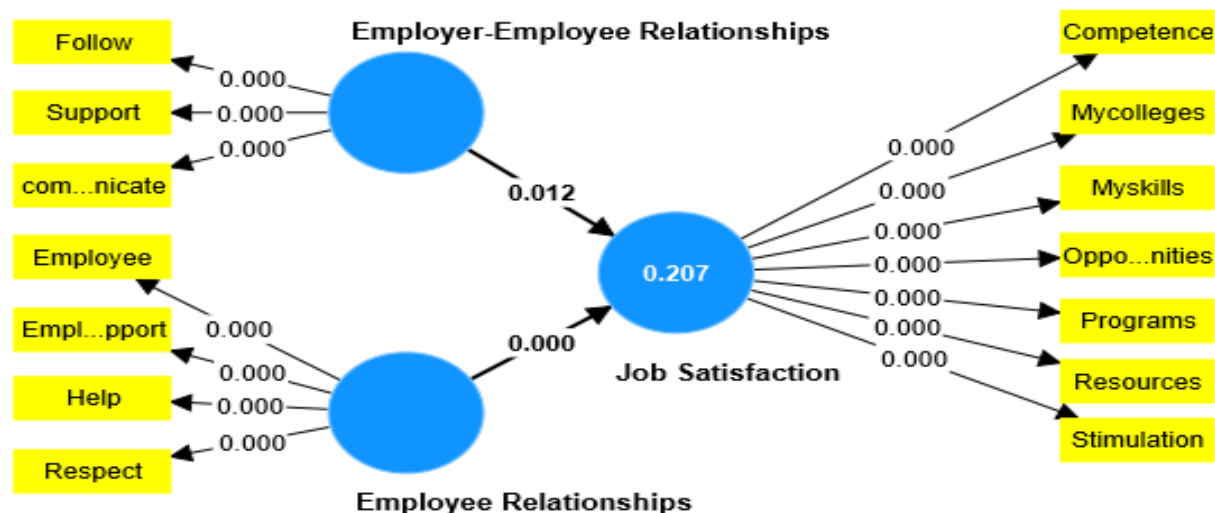
Table 5

Structural Model Results (Direct Relationships)

Relationships	β	t	p	Hypothesis
Employer-Employee Relationship -> Job Satisfaction	.18	2.50	.012	Accepted
Employee-Employee Relationship -> Job Satisfaction	.36	4.32	.000	Accepted

Figure 2

Structural Model



Discussion

The Influence of Employer-Employee Relationships and Job Satisfaction

The researcher's results indicate that employer-employee relationships substantially influence job satisfaction. The study results show a statistically significant link between employer and employee relationships and job sites, as shown by a p-value of .01. This indicates that strong relationships between employers and employees of private universities in Mogadishu would increase job satisfaction. Organizational success is intrinsically linked to a positive employer-employee relationship, which boosts employee engagement and productivity (Arimie, 2019). Employees' degree of job satisfaction is influenced by positive employer-employee relationships (Anasi, 2020). This illustrates that employer-employee relationships may influence job satisfaction. The outcomes of this research resemble those of earlier research (Abun et al., 2018; Anisa, 2020; Arimie, 2019; Basilio & Abun, 2023; Tran et al., 2018).

The Influence of Employee-Employee Relationships and Job Satisfaction

The research's results show that employee-employee relationships significantly impact job satisfaction. The study results show a statistically significant correlation between employee and employee and job satisfaction, with a p-value of .000. These outcomes show that a high level of relationships among employees at private universities in Mogadishu will likely result in greater job satisfaction. At this time, fostering positive employee relations should be a top priority. Establishing and maintaining healthy employee relationships requires effective communication (Staniec, 2021). Positive relationships among employees are positively associated with increased job motivation and confidence (Basilio & Abun, 2023). This indicates that employee relations may influence job satisfaction. The findings of this research are similar to the results of prior research led by (Abun et al., 2018; Anisa, 2020; Basilio & Abun, 2023; Bella, 2023; Staniec, 2021; Tran et al., 2018)

Theoretical Implications

This study contributes to the existing literature on workplace relationships and job satisfaction by highlighting the limited research on strategies to enhance these relationships. This research enhances academic understanding of workplace relationships and job satisfaction, responding to previous studies and introducing additional research into interpersonal dynamics and antecedents. The study utilizes social exchange theory to analyze faculty relationships in an academic setting, thereby enhancing our comprehension of workplace relationships. The study framework presented and tested possesses the capacity to be utilized by forthcoming studies in diverse academic or professional settings. The research enhances understanding of job satisfaction and workplace relationships in Somalia, providing valuable insights for policymakers and private universities in Mogadishu to implement strategies to improve employer-employee and employee relationships.

Practical Implications

This study not only provides theoretical insights but also has numerous practical applications. This study's key finding is a notable association between workplace relationships and job satisfaction. Consequently, if these factors are properly addressed, it will lead to enhanced worker motivation, decreased workforce turnover, and increased job satisfaction among private

universities in Mogadishu. The university administration might benefit from workshops and seminars on maintaining and building workplace relationships and enhancing workers' job satisfaction. The seminars and workshops aim to expand the staff's understanding of developing cohesive relationships with employer and coworker policy practices, ultimately improving job satisfaction at private universities in Mogadishu. This research provides a foundation for an ongoing discussion on relationships at work and job satisfaction.

Conclusion

The study reveals a strong link between positive workplace relationships between employers-employees and employees themselves at private universities in Mogadishu and job satisfaction. It suggests that cultivating these relationships is crucial for enhancing job satisfaction, performance, and productivity. University administration can improve job satisfaction by offering training and seminars on creating and sustaining these relationships. It is essential for universities to understand how their relationships with academic staff affect their work satisfaction and productivity, as unsatisfactory relationships can negatively impact graduate quality and the university's reputation.

Limitations and Future Studies

Quantitative research methods were employed to collect the data for this study. The findings may need to be revised in their generalizability owing to response bias since they are based on self-reported and perceived responses. This research, which was carried out at private universities in Mogadishu, has limits in terms of generalizing and applying conclusions throughout Somalia owing to the country's diverse nature. However, the research provides valuable insights into workplace relationships and job satisfaction among private universities in Somalia.

This research investigated the impact of workplace connections on job satisfaction via an explanatory research methodology. Additional research should examine the causal association between workplace relationships and job satisfaction using SPSS. The findings of this research are expected to be valuable to other researchers studying job satisfaction in private universities by investigating additional variables such as organizational culture, workplace bullying, organizational climate, and emotional labor. It is recommended that the study be replicated in additional geopolitical zones, as Somalia is divided into seven distinct regions.

Declarations

Acknowledgements

Not applicable.

Disclosure Statement

No potential conflict of interest was reported by the authors.

Ethics Approval

Not applicable.

Funding Acknowledgements

We thank SIMAD University for their kind financial contribution to our research work.

Citation to this article

Mohamed, M. A., Mohamud, F. A. Sh., Mohamud, I. H., & Farah, M. A. (2024). Examining the effect of workplace relationships on job satisfaction among faculty members at private universities in Mogadishu. *International Journal of Organizational Leadership*, 13(2), 377-393. <https://doi.org/10.33844/ijol.2024.60420>

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