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**IMPACT OF EMPLOYEE SATISFACTION AND UNION – MANAGEMENT RELATION ON ENHANCED  
CUSTOMER SATISFACTION- REGRESSION ANALYSIS  
[A STUDY OF ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION (A.P.S.R.T.C)]**

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**ABSTRACT**

*For any organization Union and Management relations is very important for its effective functioning. Doing a job effectively can be done by employees only when they are satisfied. And when both Employee Satisfaction and Union –Management Relations are in good manner then it will have its good impact on Customer Satisfaction as they will be (that is Employer and Employee) will be in a position to do their jobs effectively in serving customers (passengers). This humble study makes an analysis on Employee Satisfaction and Union – Management relations and its impact on Customer Satisfaction.*

**KEYWORDS**

employee satisfaction, union-management relations, APSRTC.

**INTRODUCTION**

APSRTC (Andhra Pradesh State Road Transport Corporation) the other name for this organization is common man's vehicle or poor man's vehicle. As per the estimates of the organization more than one crore passengers travel daily in the State from one place to another place. APSRTC which is used as an essential service by all the sections of society should get its pie of importance from its benefactors. "To acquire resources organizations must inevitably interact with their social environments. No Organization is completely self contained – survival comes when the organization adjusts to and copes with its environment, not only when it makes efficient internal adjustments"<sup>1</sup>

**NEED FOR THE STUDY**

APSRTC (Andhra Pradesh State Road Transport Corporation) is a corporation which is meant for providing service to the common man. According to the Corporations estimates only more than 1.32 crore passengers travel in APSRTC on a daily basis. This shows the enormous service this organization does for the sake of the public. It covers all the sections of the society and almost all the parts of the state in doing service. But it has its own problems created by number of factors. One of the problems has been taken and considered in this study that is the Impact of Employee Satisfaction and Union – Management relation on Customer Satisfaction( that is passenger satisfaction). "Employees who feel satisfied with their jobs provide higher levels of customer satisfaction"<sup>2</sup>. Such an organization which is having lot of importance now a days is plagued by problems. This humble study is an attempt to provide a solution for increasing customer satisfaction which is being eroded systematically. After the analysis of the study we can clearly conclude that Employee Satisfaction and Union – Management relation show considerable impact on Customer Satisfaction. " Estimation of a path analytic model using the aggregated data shows that customer perceived service quality completely mediates the relationship between employee job satisfaction and customer satisfaction"<sup>3</sup>.

**STATEMENT OF THE PROBLEM**

APSRTC (Andhra Pradesh State Road Transport Corporation) which is one of the biggest Public Sector Corporations in Andhra Pradesh State is plagued by innumerable problems because of number of factors. One of the problems is losing confidence amongst the customers (i.e. passengers) and its decreasing occupancy ratio (ratio between number of passengers boarding and the number of seats available in a bus). This study tries to provide a solution for the problem of Customer satisfaction towards APSRTC.

**OBJECTIVES OF THE STUDY**

1. To contain eroding customer satisfaction towards the corporation.
2. Contribution of satisfied employees towards Customer satisfaction.
3. Union – Management relation and its impact on Customer Satisfaction.

**METHODOLOGY**

Random Sampling has been done. Out of 21 depots in twin cities (Hyderabad and Secunderabad) 5 depots has been selected from different parts that is Uppal, Mehidipatnam, Mushirabad, Dilshukhnagar and Midhani depots. And out these 5 depots 1007 employees were taken as sample size and questionnaire was administered.

**SCOPE OF THE STUDY**

The scope of the study is limited to twin cities that are Hyderabad and Secunderabad that too the study is limited to City buses only (i.e. which run in city and its Surroundings only.)

**BACK DROP**

The origin of APSRTC (Andhra Pradesh State Road Transport Corporation) dates back to June 15<sup>th</sup>, 1932 when the passenger road transport was started in the Nizam's State Railways in Telangana Area with a modest fleet of 27 buses each having a seat capacity of 24 and 166 employees with a capital investment of 3, 93,000/- (Three lakh ninety three thousand rupees only). In 1936 a full – fledged department popularly known as Nizam State Railway road transport

department was formed. After the integration of Nizam’s State with Indian Union in 1950, the Nizam’s State Railway was integrated with the Indian railways. The Road Transport department of Nizam’s state railways was integrated with Indian Railways. The Road Transport Department of Nizam’s state railway was therefore separated from 16.10.1950. The Indian Railways managed the Road Transport Department till October 31<sup>st</sup>, 1951 on an agency basis.

The constitution of APSRTC on 11<sup>th</sup> January, 1958 under the provisions of Road Transport Corporations act 1950 heralded rapid growth of nationalized transport in Andhra Pradesh. In pursuance of policy of nationalization the Corporation had taken over passenger transport of Krishna, Guntur and West Godavari districts between 1959 and after a period of consolidation launched the second phase of expansion from 1973 onwards. During the period 1973-78 the passenger Transport of Intra – state routes of Kurnool, Chittoor, East Godavari and Anantapur were nationalized in addition to important routes in Cuddapah, Nellore, Prakasham, Vishakapatnam and Vizianagaram districts. The Corporation was running a few services on long distance routes in Srikakulam district although services in district were not fully nationalized.

In 1999 the Corporation has entered Guinness Book of World Records for owning largest fleet of buses. At the end of February 2007 the Corporation was operating 19,548 buses including about 1500 hired buses, with a staff strength of 1, 15,513 carrying approximately 1.32 crore passengers everyday to their destinations. The Corporation is credited with many distinctions envisioned to other Corporations in areas of Vehicular Utilization, Kilometers per liter, Biggest Bus station complexes in Asia etc and has been recipient of many awards including for maintaining good Industrial Relations from State and Central Governments. Now after a gap of three successful years the corporation has added still some more buses to its existing fleet and number of employees to its existing number of employees. The present strength of employees is 1, 13,234, the number of buses which it is having is 20,637 and the strength is according to statistics available up to 31<sup>st</sup> January, 2009. “We propose that organizational size affects customer satisfaction directly and through the interesting variable of employee job satisfaction.”<sup>4</sup>

APSRTC to survive there should have cordial atmosphere between Union and Management. If it is lacking then the organization which is gigantic in nature and second to none in competition might lose its shine and might cave in for private competitors then the employees and customers (passengers) future might be put to jeopardy. This humble study is an attempt to know the importance of Employee Satisfaction and Union Management Relation on Enhanced Customer Satisfaction. That is this analysis finds out both the Employee satisfaction and Union Management relation and its effect on Enhanced Customer Satisfaction. And after the analysis we can clearly conclude that Employee Satisfaction and Union Management relation is essential for Customer satisfaction.

**ANALYSIS OF THE STUDY**

Model	Predictors	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Standardized Coefficients - Beta	t	Sig.
1	Employees Monetary Satisfaction	0.484	<b>0.235</b>	0.234	0.572	<b>303.98</b>	<b>0.000</b>	0.484	17.435	0.000
2	Employees Monetary Satisfaction	0.566	<b>0.320</b>	0.319	0.540			0.449	17.026	0.000
	Role Played							0.295	11.164	0.000
3	Employees Monetary Satisfaction	0.643	<b>0.414</b>	0.412	0.502			0.278	9.922	0.000
	Role Played							0.319	12.960	0.000
	Relationship							<b>0.350</b>	12.560	0.000
4	Employees Monetary Satisfaction	0.646	<b>0.417</b>	0.415	0.500			0.288	10.208	0.000
	Role Played							0.296	11.411	0.000
	Relationship							<b>0.333</b>	11.672	0.000
	Role deal with Govt.							-0.068	-2.591	0.010

**DEPENDENT VARIABLE: ENHANCED CUSTOMER SATISFACTION**

Regression analysis was used to find the effect of Employee Satisfaction (ES) and Union- Management Relation Index (UMR) on Enhanced Customer Satisfaction (ECS) of the APSRTC Employees. Employee Satisfaction (ES) comprises two dimensions such as Employee Monetary Satisfaction (EMS) and Employee Stress (ES). UMR comprises three dimensions such as Role Played (RP) Relationship (RE) and Role deal with Government (RDG). In Multiple Linear Regression Analysis, as method Step wise is used. Dependent Variables is ECS and independent variables are EMS, ES, RP, RE and RDG.

The regression models shown in above table contributed significantly and predicted 23.5 percent of impact of Employees Monetary Satisfaction (EMS) in mode-1, 32 percent variation by EMS & Role Played in model-2 and 41.4 percent variation by EMS, Role Played (RP) & Relationship (RE) in model-3, 41.7 percent variation by EMS, Role Played (RP), Relationship (RE) and Role deal with Govt. (RDG) in model-4 towards Enhanced Customer Satisfaction among APSRTC employees. For all the four models F value is greater than 4 and Sig value is <.01 Hence all models are statistically significant at 1% level. The equations to predict the Dependent variable is given below: - The equation shows the constant and respective unstandardized beta value of independent variables.

$Y = .849 + 0.870X_1$  (1)

$Y = .428 + 0.807X_1 + 0.160X_2$  (2)

$Y = .560 + 0.500X_1 + 0.173X_2 - 0.221X_3$  (3)

$Y = .899 + 0.517X_1 + 0.161X_2 + 0.21X_3 - 0.116X_4$  (4)

Whereas, Y= Enhanced Customer Satisfaction (ECS); X<sub>1</sub>= Employee Monetary Satisfaction (EMS); X<sub>2</sub>= Role Played (RP), and X<sub>3</sub>= Relationship (RE) X<sub>4</sub> - Role deal with Govt. (RDG);

**FINDINGS AND SUGGESTIONS**

The above findings suggest that Customer satisfaction is very important for an organization’s survival. Especially for a service oriented organization it is still important to gain customer satisfaction.

**Suggestion 1** : Dependent variable and independent variables are significantly related to each other.

**Suggestion 2** : For Customer Satisfaction – Employee Satisfaction and Union Management Relations are very important. That is without Employee Satisfaction and Union Management relations customer satisfaction can’t be achieved.

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