

A STUDY ON EMPLOYER AND EMPLOYEE RELATIONSHIP TOWARDS ORGANIZATIONAL CLIMATE IN ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

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ABSTRACT: This study highlights on understanding Employer and Employee relations towards Organizational Climate in Andhra Pradesh State Road Transport Corporation with reference to selected Regions of Guntur and Prakasam. Organizational climate is a very significant factor to be considered in studying and analyzing the organization because it has a profound influence on the feel outlook, well being and attitudes of organizational members and thus, on their total performance. Employees among an organization's are most important resources and coined as most valuable assets. It involves maintaining a work environment that satisfies the needs of individual employees and management. Improving employee morale, building company culture, conveying expectations. An effective employee relation involves creating and cultivating a motivated and productive workforce. This study includes questionnaire based survey design to find out employee relations practices, its underlying factors, issues and its impact on employee performance in Andhra Pradesh State Road Transport Corporation in selected regions.

Kew Words: Employer and Employee Relations, Factors & Performance, APSRTC, Guntur Region and Parkasam Region.

INTRODUCTION: The employee relations system is normally perceived as a system of rules and regulation, which govern the relationship between the major parties i.e. employee and the employers. Historically, different parties connected with the employee's relations system have evolved the institutionalized structures of rules and regulations over the years. These parties are normally (a) Employers, hierarchy of managers, their representatives and supervisors, (b) Hierarchy of employees and their spoke-men and (c) Specialized government agencies concerned with employees and their relations. The term industrial relations or employee relation refers to the relationship between employee and employer in the course of employment in any productive or service activity. The term industrial relations may be conceptualized as the relations and interactions in industry, particularly between labour and management, as a result of their composite attitudes and approaches to the management and employees, but also of the industry and the national economy as a whole.

Every organization is operated in terms of a set of policies and norms, which are sometimes clearly laid down while at other times in the form of traditions and conventions. To plan, co-ordinate and control its various activities an organization requires managers who, in their day-to-day interactions, reflect a variety of leadership styles and skills in dealing with their subordinates. The sum of these and many other such activities creates an internal environment within each organization, which accounts for its uniqueness and identifies members of an organization who work within and are continuously influenced by this internal environment which is also called organizational climate.

REVIEW OF LITERATURE:

Zulfqar Ahmad, in their study stated that the satisfaction of employees with organizational climate is predictor of better performance. Organizational climate is having direct bearing on employee's satisfaction. The satisfaction of employees with organizational climate enhances positive organizational outcomes, efficiency, productivity, organizational commitment and cohesiveness of co-workers while it radices negative outcomes such as turnover, deviant behavior at work, absenteeism and

stealing company property etc., the results show that majority of the managers were satisfied with organizational climate both in local and multinational organizational.

Srivatsav (1985) stated that the employees indication to have stronger needs for improving their self and competence and for maintaining a high production level and achieving the ultimate goals receive their work to be comparatively more structures. Ganesan (2002) stated that the employee relations are the medium through which both employee and the company mutually co-operate for the maximum satisfaction of the economic, social and psychological wants of people.

According to Rue and Byars (2003) employee relationship management entails both formal and informal relations between managers and those whom they manage. An effective employee relations starts with clearly written policies that shows company rules, philosophy and procedures that addresses employee related matters. The guidelines are normally found in a collective bargaining agreement (document) that is negotiated between the employer and the union on behalf of the employees. The employee relations management practices are: Trade unionism, career growth and promotion opportunities, collective bargaining agreement, dispute and grievances settlement procedures, organizational culture and policies, compensation plan and rewards

SCOPE OF THE STUDY: The present study has been taken up in the Andhra Pradesh State Road Transport Corporation with reference to selected Regions of Guntur and Prakasam. Studies of this kind certainly regenerate keenness and spirit of the employees working in the model divisions in Guntur and Prakasam Regions as the suggestive measures forwarded by the researcher certainly assist the respective Regions and management of the APSRTC to take practical decision in employees favour.

OBJECTIVES OF THE STUDY: (1) To study the organizational climate in Andhra Pradesh State Road Transport Corporation with reference to selected Regions of Guntur and Prakasam. (2) To forward certain suggestions that would improve the employer and employee relations climate in the organization.

HYPOTHESIS: Organizational climate in the organization is not beneficial to maintain healthy employer and employee relations.

RESEARCH METHODOLOGY: Research design proposed for the study is "Empirical Studies" are the collection and analysis of primary data based on direct observation or experiences in the 'field'. This study has been conducted with only 240 employees of the organization. This study is focused only on employer and employee relations which have been conducted at Andhra Pradesh State Road Transport Corporation with reference to selected Regions of Guntur and Prakasam only

DATA COLLECTIONS: Both primary and secondary data has been exclusively used for this study. (A) Primary data have been collected from the sample employees in the respective Regions by campaigning a structured questionnaire. (B) The secondary data has been collected from the sources of management Review, journal and from the records of the office of Andhra Pradesh State Road Transport Corporation with reference to selected Regions of Guntur and Prakasam

DATA ANALYSIS AND INTERPRETATIONS:

Table: 1. Good Relationship of technical and maintenance staff with Manager:

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	51	40.80	30	26.09
2	Agree	60	48.00	40	34.78
3	Neutral	6	4.80	15	13.04
4	Disagree	3	2.40	20	17.39
5	Strongly Disagree	5	4.00	10	8.70
	TOTAL	125	100	115	100
Chi-square value=27.16** df=4 Table Value=13.3					

Good relationship with technical and maintenance staff with manager: Construction a good relationship with an employee is the best way to close the employee's output gap. The manager take the time to develop these relationships and guide employees in

their work that are better able to produce more quality work, **Table No.1** Demonstrates the responses of the respondents regarding good relationship of technical and maintenance staff with Manager. It is apparent from the data that technical and Maintain Staff good relationship with Manager in Guntur Region as compared to Prakasam Region. It is evident that 48.00% of technical and maintenance staff of Guntur Region agree that they have good relationship with Manager, and 34.78% of Prakasam Region. Similarly 40.80% of Guntur Region Strongly agrees to the statement against 26.09% of Prakasam Region. Only 4.80%, are neutral as well as Disagree and Strongly Disagree is 2.40% and 4.00% of the Staff in Guntur Region against 13.04%, 17.39% and 8.70% followed in the Prakasam Regions,

The calculated chi – square value for the above table is 27.16** found significant at 1% level because the degree of freedom is 4 and table value is 13.3. Therefore it indicates that there is a significant difference in the response of employees from Guntur and Prakasam Regions on good relationship of technical and maintenance staff with Manager.

Table: 2. Maintaining Good Relationship of Technical and Maintenance Staff with Peers

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	48	38.40	30	26.09
2	Agree	62	49.60	42	36.52
3	Neutral	5	4.00	20	17.39
4	Disagree	4	3.20	15	13.04
5	Strongly Disagree	6	4.80	8	6.96
	TOTAL	125	100	115	100
Chi-square value=23.27** df=4 Table Value=13.3					

Maintaining Good Relationship of Technical and Maintenance Staff with Peers: The term peer group refers to an individual's small, relatively intimate group of peers who interact on regular basis. Peer relationships are vital to the mental and social well – being of every individual. Building relationships is a part of the every individual's life and is helpful the enrichment of one's living. **Table No.2** Demonstrates the responses of the respondents regarding Maintaining good relationship of technical and maintenance staff with Peers. It is obvious that 49.60% of technical and maintenance staff of Guntur Region agree that they are maintained good relationship with Peers, and 36.52% of Prakasam Region. Similarly 38.40% of Guntur Region Strongly agrees to the statement against 26.09% of Prakasam Region. However, 4.00% are neutral as well as disagree and Strongly Disagree is 3.20% and 4.80% of the Staff in Guntur Region against 17.39%, 13.04% and 6.96% followed in the Prakasam Regions,

The calculated chi – square value for the above table is 23.27** found significant at 1% level because the degree of freedom is 4 and table value is 13.3. Therefore it indicates that there is a significant difference in the response of employees from Guntur and Prakasam Regions to maintain good relationship of technical and maintenance staff with Peers.

Table: 3.Goals and Strategies of Corporation is Communicated To Employees.

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	30	24.00	45	39.13
2	Agree	40	32.00	51	44.35
3	Neutral	20	16.00	7	6.09
4	Disagree	22	17.60	6	5.22
5	Strongly Disagree	13	10.40	6	5.22
	TOTAL	125	100	115	100
Chi-square value=21.93** df=4 Table Value=13.3					

Communication of goals and strategies: Valuable message is significant for managers in the organizations, so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling. Communication helps managers to perform their jobs and responsibilities. **Table.3: shows the responses of the employees regarding the statement that goals and strategies of corporation are communicated to employees.** It could be observed from the table that the majority of 44.35% is agreed in Prakasam Region against the statement of Guntur Region, Similarly, 39.13% Strongly agree, only 6.09% Employees are

Neutral, 5.22% disagree and Strongly disagree in Prakasam Region against the statement of Guntur Region is similarly 24.00% Strongly agree, 16.00% are neutral, 17.60% disagree and 10.40% are the staff members are strongly disagree.

The calculated chi-square of 21.93** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Prakasam and Guntur Regions regarding the communication to the employees of the goals and strategies.

Table.4: The Immediate manager is Impartial in their Attitude:

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	37	29.60	40	34.78
2	Agree	38	30.40	56	48.70
3	Neutral	21	16.80	7	6.09
4	Disagree	19	15.20	5	4.35
5	Strongly Disagree	10	8.00	7	6.09
	TOTAL	125	100	115	100
Chi-square value=18.87** df=4 Table Value=13.3					

The Immediate manager is Impartial in their Attitude: Manager is concerned with efficiency in using resources of the organization without partiality. It is an execution of policies and procedures making a series of decisions with well – defined and specified premises. **Table.4: Shows the Immediate manager is Impartial in their attitude** that the statement shows the majority of the staff members are in favour of manager in Prakasam Region against the Guntur Region. The Statistics are 48.70% of the staff members are agreed of manager against the statement, and 34.78% are strongly agree, only 6.09% is Neutral and similarly 4.35% and 6.09% are the staff members are disagree and strongly disagree against the statement in Prakasam Region, Compared to Guntur Region only 29.60% of the Staff members are strongly agree, 30.40% agreed, 16.80% are neutral, 15.20% and 8.00% are disagree and strongly disagreed in Guntur region.

The calculated chi-square of 18.87** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Prakasam and Guntur Regions regarding the Immediate manager is Impartial in their attitude.

Table.5: Regular Feedback of Immediate manager for Performance Improvement.

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	35	28.00	40	34.78
2	Agree	40	32.00	54	46.96
3	Neutral	21	16.80	10	8.70
4	Disagree	15	12.00	6	5.22
5	Strongly Disagree	14	11.20	5	4.35
	TOTAL	125	100	115	100
Chi-square value=14.04** df=4 Table Value=13.3					

Regular Feedback of Immediate Manager for Performance Improvement: Performance Improvement is a method for analyzing performance problems and setting up systems to ensure good performance. Performance refers to the way people do their jobs and the results of their work. **Table.5: Regular Feedback of Immediate manager for Performance Improvement** that the statement shows the majority of the staff members are in favour of manager in Prakasam Region against the Guntur Region. The Statistics are 46.96% of the staff members are agreed of manager against the statement, and 34.78% are strongly agree, only 8.70% is Neutral and similarly 5.22% and 4.35% are the staff members are disagree and strongly disagree against the statement in Prakasam Region, Compared to Guntur Region only 28.00% of the Staff members are strongly agree, 32.00% agreed, 16.80% are neutral, 12.00% and 11.20% are disagree and strongly disagreed in Guntur region.

The calculated chi-square of 14.04** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Prakasam and Guntur Regions regarding the Regular Feedback of Immediate manager for Performance Improvement.

Table.6: Rewards and Recognition Provided for Best Performance:

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	42	33.60	27	23.48
2	Agree	55	44.00	36	31.30
3	Neutral	11	8.80	21	18.26
4	Disagree	9	7.20	20	17.39
5	Strongly Disagree	8	6.40	11	9.57
	TOTAL	125	100	115	100
Chi-square value=14.60** df=4 Table Value=13.3					

Rewards and Recognition Provided for Best Performance: Rewards are what employees receive for performing well. Sometimes these rewards come from the organization in the form of money, recognition and promotions and transfers. **Table.6:**

Rewards and Recognition Provided for Best Performance that the statement shows the majority of the staff members are in favour of Rewards and Recognition Provided for Best Performance in Guntur Region against the Prakasam Region. The Statistics are 44.00% of the staff members are agreed against the statement, and 33.60% are strongly agree, only 8.80% is Neutral and similarly 7.20% and 6.40% are the staff members are disagree and strongly disagree against the statement in Guntur Region, Compared to Prakasam Region only 23.48% of the Staff members are strongly agree, 31.30% agreed, 18.26% are neutral, 17.39% and 9.57% are disagree and strongly disagreed against the statement in Prakasam region.

The calculated chi-square of 14.60** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Guntur and Prakasam Regions regarding the Rewards and Recognition Provided for Best Performance.

Table.7: Manager Understands Problems of Subordinates:

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	43	34.40	29	25.22
2	Agree	49	39.20	33	28.70
3	Neutral	20	16.00	19	16.52
4	Disagree	7	5.60	21	18.26
5	Strongly Disagree	6	4.80	13	11.30
	TOTAL	125	100	115	100
Chi-square value=15.05** df=4 Table Value=13.3					

Manager Understands Problems of Subordinates: Good Managers meet regularly with their staff to discuss goals and appraise schedules. If they perceive problems, they alert their staff promptly and attempt to determine the cause. **Table.7: Manager Understands Problems of Subordinates** that the statement shows the majority of the staff members are in favour of Manager Understands Problems of Subordinates in Guntur Region against the Prakasam Region. The Statistics are 39.20% of the staff members are agreed against the statement, and 34.40% are strongly agree, only 16.00% is Neutral and similarly 5.60% and 4.80% are the staff members are disagree and strongly disagree against the statement in Guntur Region, Compared to Prakasam Region only 25.22% of the Staff members are strongly agree, 28.70% agreed, 16.52% are neutral, 18.26% and 11.30% are disagree and strongly disagreed against the statement in Prakasam region.

The calculated chi-square of 15.05** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Guntur and Prakasam Regions regarding the Manager Understands Problems of Subordinates.

Table.8: Manager is an immediate visionary:

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	41	32.80	25	21.74
2	Agree	51	40.80	35	30.43
3	Neutral	19	15.20	19	16.52
4	Disagree	6	04.80	21	18.26
5	Strongly Disagree	8	06.40	15	13.04
	TOTAL	125	100	115	100
Chi-square value=16.93** df=4 Table Value=13.3					

Manager is an Immediate visionary: successful Managers create a climate of open communication and do not personalize problems or conflicts encountered by the team. **Table.8: Manager is an immediate visionary** that the statement shows the majority of the staff members are in favour of Manager is an Immediate visionary in Guntur Region against the Prakasam Region. The Statistics are 40.80% of the staff members are agreed against the statement, and 32.80% are strongly agree, only 15.20% is Neutral and similarly 4.80% and 6.40% are the staff members are disagree and strongly disagree against the statement in Guntur Region, Compared to Prakasam Region only 21.74% of the Staff members are strongly agree, 30.43% agreed, 16.52% are neutral, 18.26% and 13.04% are disagree and strongly disagreed against the statement in Prakasam region.

The calculated chi-square of 16.93** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Guntur and Prakasam Regions regarding the Manager is an immediate visionary.

Table: 9. Challenging assignments are Provided to Employees By Corporation

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	46	36.80	27	23.48
2	Agree	49	39.20	33	28.70
3	Neutral	14	11.20	20	17.39
4	Disagree	7	5.60	19	16.52
5	Strongly Disagree	9	7.20	16	13.91
	TOTAL	125	100	115	100
Chi-square value=16.23** df=4 Table Value=13.3					

Challenging assignments are Provided to Employees By Corporation: Employees who are willing to take on additional assignments, help coworkers meet their deadlines, and volunteer for increasingly challenging assignments, are appreciated.

Table.9: Challenging assignments are Provided to Employees By Corporation that the statement shows the majority of the staff members are in favour of Challenging assignments are Provided to Employees By Corporation in Guntur Region against the Prakasam Region. The Statistics are 39.20% of the staff members are agreed against the statement, and 36.80% are strongly agree, only 11.20% is Neutral and similarly 5.60% and 7.20% are the staff members are disagree and strongly disagree against the statement in Guntur Region, Compared to Prakasam Region only 23.48% of the Staff members are strongly agree, 28.70% agreed, 17.39% are neutral, 16.52% and 13.91% are disagree and strongly disagreed against the statement in Prakasam region.

The calculated chi-square of 16.23** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Guntur and Prakasam Regions regarding the Challenging assignments are Provided to Employees By Corporation.

Table: 10.Opportunities Exist to Express Ideas to top Management

S#	Level of Agreement	Guntur Region		Prakasam Region	
		No.of.Respondents	% to Total	No.of.Respondents	% to total
1	Strongly Agree	40	32.00	27	23.48
2	Agree	57	45.60	37	32.17
3	Neutral	10	8.00	21	18.26
4	Disagree	14	11.20	16	13.91
5	Strongly Disagree	4	3.20	14	12.17
	TOTAL	125	100	115	100
Chi-square value=15.98** df=4 Table Value=13.3					

Opportunities Exist to Express Ideas to top Management: Organizations to survive and continue their constructive role need positive thoughts and ideas. Ideas should be fresh and innovative with a perspective to get innovation of new practices and theories based on field research otherwise the organizations experience dynamics of destruction and decline. **Table.10: Opportunities Exist to Express Ideas to top Management** that the statement shows the majority of the staff members are in favour of Opportunities Exist to Express Ideas to top Management in Guntur Region against the Prakasam Region. The Statistics are 45.60% of the staff members are agreed against the statement, and 32.00% are strongly agree, only 8.00% is Neutral and similarly 11.20% and 3.20% are the staff members are disagree and strongly disagree against the statement in Guntur Region, Compared to Prakasam Region only 23.48% of the Staff members are strongly agree, 32.17% agreed, 18.26% are neutral, 13.91% and 12.17% are disagree and strongly disagreed against the statement in Prakasam region.

The calculated chi-square of 15.98** stands significant at 1% level because the degree of freedom is 4 and the calculated value found higher than table value 13.3. Thus, the table analysis and the calculated statistical value indicate that there is a significant difference in the opinion between Guntur and Prakasam Regions regarding the Opportunities Exist to Express Ideas to top Management.

FINDINGS:

1 Demonstrates the responses of the respondents regarding good relationship of technical and maintenance staff with Manager. It is apparent from the data that technical and Maintain Staff good relationship with Manager in Guntur Region as compared to Prakasam Region. It is evident that 48.00% of technical and maintenance staff of Guntur Region agree that they have good relationship with Manager, and 34.78% of Prakasam Region. The calculated chi – square value for the above table is 27.16** found significant at 1% level because the degree of freedom is 4 and table value is 13.3. Therefore it indicates that there is a significant difference in the response of employees from Guntur and Prakasam Regions on good relationship of technical and maintenance staff with Manager.

2 Demonstrates the responses of the respondents regarding Maintaining good relationship of technical and maintenance staff with Peers. It is obvious that 49.60% of technical and maintenance staff of Guntur Region agree that they are maintained good relationship with Peers, and 36.52% of Prakasam Region. The calculated chi – square value for the above table is 23.27** found significant at 1% level.

3 shows the responses of the employees regarding the statement that goals and strategies of corporation are communicated to employees. It could be observed from the table that the majority of 44.35% is agreed in Prakasam Region against the statement of Guntur Region is similarly 24.00% Strongly agree. The calculated chi-square of 21.93** stands significant at 1% level.

4 Shows the Immediate manager is Impartial in their attitude that the statement shows the majority of the staff members are in favour of manager in Prakasam Region against the Guntur Region. The Statistics are 48.70% of the staff members are agreed of manager against the statement Guntur Region only 29.60% of the Staff members are strongly agree. The calculated chi-square of 18.87**.

5 Regular Feedback of Immediate manager for Performance Improvement that the statement shows the majority of the staff members are in favour of manager in Prakasam Region against the Guntur Region. The Statistics are 46.96% of the staff members

are agreed of manager against the statement and Guntur Region only 28.00% of the Staff members are strongly agree, 32.00%.The calculated chi-square of 14.04**.

6 Rewards and Recognition Provided for Best Performance that the statement shows the majority of the staff members are in favour of Rewards and Recognition Provided for Best Performance in Guntur Region against the Prakasam Region. The Statistics are 44.00% of the staff members are agreed against the statement, and Prakasam Region only 23.48% of the Staff members are strongly agree, The calculated chi-square of 14.60**.

7 Manager Understands Problems of Subordinates that the statement shows the majority of the staff members are in favour of Manager Understands Problems of Subordinates in Guntur Region against the Prakasam Region. The Statistics are 39.20% of the staff members are agreed against the statement, and Prakasam Region only 25.22% of the Staff members are strongly agree. The calculated chi-square of 15.05**.

8 Manager is an immediate visionary that the statement shows the majority of the staff members are in favour of Manager is an Immediate visionary in Guntur Region against the Prakasam Region. The Statistics are 40.80% of the staff members are agreed against the statement, and Prakasam Region only 21.74% of the Staff members are strongly agree.The calculated chi-square of 16.93**.

9 Challenging assignments are Provided to Employees By Corporation that the statement shows the majority of the staff members are in favour of Challenging assignments are Provided to Employees By Corporation in Guntur Region against the Prakasam Region. The Statistics are 39.20% of the staff members are agreed against the statement, and Prakasam Region only 23.48% of the Staff members are strongly agree. The calculated chi-square of 16.23**.

10 Opportunities Exist to Express Ideas to top Management that the statement shows the majority of the staff members are in favour of Opportunities Exist to Express Ideas to top Management in Guntur Region against the Prakasam Region. The Statistics are 45.60% of the staff members are agreed against the statement, and Prakasam Region only 23.48% of the Staff members are strongly agree.The calculated chi-square of 15.98**.

SUGGESTIONS: Maintaining healthy employee relations in an organization is a pre-requisite for organizational success. Strong employee relations are required for high productivity and human satisfaction. Employee relations generally deal with avoiding and resolving issues concerning individuals which might arise out of or influence the work scenario. Strong employee relation depends upon healthy and safe work environment, cent percent involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization. Healthy employee relations lead to more efficient

CONCLUSION: Good employee relation signifies that employees should feel positive about their identity, their job as well as about being a part of such a great organization. Despite the importance of strong and healthy employee relations. The management of an organization must satisfy various employees, through actions such as allocation of resources, rewards and punishments, pattern of communication, mode of decision making, style of leadership, and so on. Organizational climate is a product of leadership practice, communication practice and enduring systematic characteristics of the working relationship among persons and division of any particular organization; it is a content-free concept denoting in a sense generic perception of the context in which an individual behaves and responds.

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