

EVALUATION OF EMPLOYEES' PERCEPTION WITH SPECIAL REFERENCE TO KSRTC

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ABSTRACT

Perception of Employees' defers from person to person. In the same way perception varies from designation to designation it purely depends on employees' nature of job, duration of work, timings of work and schedules' alerted by depots. Understanding perception of employees plays a whittle role for smooth running and success of an organization. Because employees are backbone of any organization. However, this article tries to find out opinion of employees in different designations. This research work tries to understand perception of employee's opinion in peer level, option about organization and thoughts about management. Different age groups and work experience of employees, revealed different opinion about the organization.

This research work purely based on primary data, set of systematic questionnaire (both in kannada as well as English medium) has been prepared and circulated among operational level of KSRTC employees. This particular study was conducted in the Mysore rural and urban divisions of KSRTC employees, Karnataka. To obtain the result, ANOVA statistical tool has been applied.

Keywords: *Employees' Perception, KSRTC.*

Introduction:

Employee performance Evaluation has been practiced by numerous organizations since centuries. It is one of the most important requirements for successful business and Human Resource policy of the organization. As employees are one of the most valuable assets of the organization that can make things happen, the practice of performance evaluation is an inherent and inseparable part of the organizations' life. Conducting performance evaluation helps organizations to reward and promote effective performers and identify ineffective performers to developmental programs or other personnel actions that are essential to the effectiveness of Human Resource Management.

Perception:

The process by which we come to know the world around us...an individual's window to the world.

Why We Study Perceptions:

- To better understand how people make attributions about events.

- We don't see reality. We interpret what we see and call it reality.
- The attribution process guides our behaviour, regardless of the truth of the attribution.

Definition of Perception:

According to Robbins, perception can be defined as 'a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment'.

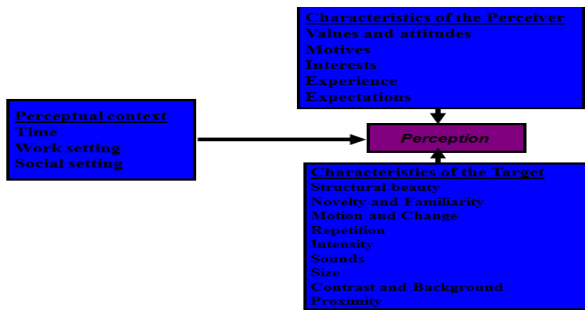
Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation. In dealing with the concept of organizational behavior, perception becomes important because 'people's behavior is based on their perception of what reality is, not on reality itself; the world as it is perceived is the world that is behaviorally important'

Employee Perception:

According to Robbins, perception can be defined as 'a process by which individuals organise and interpret

their sensory impressions in order to give meaning to their environment?.

Factors That Influence Perception:



Profile of KSRTC (Karnataka State Road Transport Corporation):



Before independence Private Bus services were dominating in Karnataka State. But in 1948 the Mysore Government Road Transport Department (MGRTD) was performed with a fleet of 100 buses by the Royal Family, Mysore state. Karnataka State Road Transport Corporation is a public undertaking in Karnataka under Public sector. KSRTC was set up under the “Road Transport Corporation Act 1950” in the year 1961, with the objective of providing “adequate, efficient, economic and properly co-ordinated road transport services”. It is wholly owned by the Government of Karnataka in 1997 KSRTC was divided in to 4 Sub Corporations

1. KSRTC (Karnataka State Road Transport Corporation) with its headquarters at Bangalore.
2. BMTC (Bangalore Metropolitan Transport Corporation) with its headquarters at Bangalore.
3. NWKRTC (North - West Karnataka Road Transport Corporation) with its headquarters at Hubli.
4. NEKRTC (North - East Karnataka Road Transport Corporation) with its headquarters at Gulbarga. The amended Road Transport Corporation Act 1982 provides for the management of the corporation by the Board of Directors.

Passenger Road Transportation plays a pivotal role in India in bringing about greater mobility both within and between rural and urban areas. Through increased mobility it also contributes immensely to social and economic development of different regions of the country. In India, as in many other parts of the world, investment in road transport is treated as a part of public provision of services whereby one of the key objectives of this provision has been to meet the social obligations of an affordable, safe and reliable bus service to the people. This research study has collected data on various aspects of the working environment and the compensation along with other service conditions from the frontline employees of both private operators as well as the state-run corporation. Karnataka is one of the major states in India and situated on the western edge of the Deccan plateau. It has for its neighbours Maharashtra and Goa on the north, Andhra Pradesh on the east, Tamil Nadu and Kerala on the south, and on the west it opens out to the Arabian Sea. It has an area of 191,791 sq km. Bangalore, nicknamed as the Silicon Valley of India, is the Capital of this southern state.

Review of Literature:

Anjali Gupta (December-2010) this paper aims at finding out the perception level of employees regarding e-HRM in service organizations. For this purpose, 400 employees of IT and Banking organizations are targeted employees. Responses have been collected through a structured questionnaire consisting of demographic variables and statements regarding perception. Factor analysis, ANOVA and t-test are applied for finding out the perception of employees.

Trent Noecker (May-2009) this study was to analyze employee perception of industrial hygiene equipment at Company XYZ. The study focused on the wet-bulb globe temperature monitor and multi-gas detector. Both of these instruments were commonly used by employees at the facility at the center of this study. The scope of this study included identifying the factors affecting perception of the instruments and potential methods of improving that perception.

Julius Demps, this analyzed employee perceptions of salary reductions to maintain employment. Their prior work explored two major questions: (a) would employees be willing to accept a reduction in salary in order to remain employed; and (b) how committed would employees remain to their organizations if their salaries were reduced and organizational leaders’ salaries were maintained or increased. Based on the results of the previous study, it was determined that more research was needed to obtain greater insight into this phenomenon.

Zelalem bayisa Gurmessa (August-2007) this study assess the perception of employees towards the problems and practices of performance evaluation. On the basis of data collected through questionnaires and

interview which are founded on the theoretical assessment of related literatures; I have tried to unearth some of the real problems of appraisals based on the opinion of the rates in that particular organization. The data collected were analyzed using SPSS software. On the basis of the data obtained from the respondents, the study identified the lack of transparency both during the evaluation and after evaluation as its major findings.

A. S. Adebusi (January-2013) this study examined the nature of perception of organizational politics by workers in a Nigerian university. Three hundred and seventy two (academic and non-academic) staff of Obafemi Awolowo University, Ile-Ife filled Perception of Organizational Politics Scale (POPS). Data were analysed to show the most commonly perceived organisational politics and the relationships among these dimensions of perceived organisational politics.

Significance of the Study:

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on. For this purpose the organization must have separate department called HRD/ T&D, which will all the times strive to manage and develop the human resource in organization. To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices. Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices.

Statement of the Problem:

The perception and attitude of the employees have a greater impact on the success of any organization. If the employees perceive the T&D practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD/T&D practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management.

Objective of the Study:

1. To understand the perceptual level of KSRTC employees towards management and colleagues.

Hypothesis of the Study:

H₀: experience is not associated with perception of employee's in KSRTC.

H_a: experience is highly associated with perception of employee's in KSRTC.

Research Methodology:

The study is conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data. This study is conducted to validate the questionnaire and to confirm the feasibility of the study.

Sample Size:

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of Permanent Workers Cadre in selected KSRTC is 100 employees. Totally 100 Questionnaires are distributed and collected the information.

Questionnaire Design:

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the all crucial employees perception elements.

Scaling Technique in the Questionnaire:

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of PSU in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

Secondary Data:

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Frame Work of Data Analysis:

The sources of data are primary as well as secondary. The data collected from employees survey constitute primary source and information gathered through books, journals, magazines, reports and dailies consist of secondary source. The data collected from both the sources are scrutinized, edited and tabulated. The data are analyzed using Statistical Package for Social Science (SPSS) and other computer packages. The following statistical tools are used in the study: Measures of One-way Analysis of Variance.

Limitations of the Study:

Even though attempts were made to make the study perfect and objective, it is not free from limitations.

Data Analysis and Interpretation KSRTC Employees Profile

S N	Particulars	Classification	Freq.	%
1	Organisation	KSRTC	50	100.0
2	Gender	Male	42	84.0
		Female	8	16.0
3	Education Qualification	SSLC	16	32.0
		Puc Or Diplomo Or ITI	20	40.0
		Graduate	14	28.0
4	Age	Less Than 30	36	72.0
		30 To 45	6	12.0
		45 To 60	8	16.0
5	Annual Income	Less Than 2 Lakh	38	76.0
		2 To 4 Lakh	12	24.0
		Above 4 Lakh	0	0.0
6	Work Experience	Less Than 5 Years	24	48.0
		5 To 10 Years	10	20.0
		10 To 15 Years	6	12.0
		Above 15 Years	10	20.0
7	Designation	Driver	18	36.0
		Conductor	8	16.0
		Traffic Controler	10	20.0
		Others (Operation Level)	14	28.0

Table No-2: ANOVA
Experience on Employees of KSRTC and Positive Opinion

PARTICULARS		KSRTC				
		Sum of Squares	Df	Mean Square	F	Sig.
Depot Manager/ Manager is good at giving me feedback on my performance	Between Groups	1.153	3	0.384	0.65	0.59
	Within Groups	27.17	46	0.591		
	Total	28.32	49			
Depot Manager/ Manager takes my appraisals very Seriously	Between Groups	9.153	3	3.051	3.25	0.03
	Within Groups	43.17	46	0.938		
	Total	52.32	49			
My organization provides best platform and supports very well to improve my performance	Between Groups	3.947	3	1.316	2.84	0.05
	Within Groups	21.33	46	0.464		
	Total	25.28	49			
My Depot Manager/ Manager takes my career aspiration sincerely	Between Groups	5.847	3	1.949	2.37	0.08
	Within Groups	37.83	46	0.822		
	Total	43.68	49			
I receive frequent formal and informal feedback from my depot manager/ Manager about my growth	Between Groups	2.433	3	0.811	0.9	0.45
	Within Groups	41.57	46	0.904		
	Total	44	49			

Due to resource and time constraint, only Mysore District has been selected for detailed investigation. However, maximum care has been taken to ensure the reliability of the information gathered through questionnaire.

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC, as the p values of depot Manager/ Manager is good at giving me feedback on my performance (KSRTC (p)=0.59), my organization provides best platform and supports very well to

**Table No 3: ANOVA
Experience on Employees of KSRTC and Negative Opinion**

Particulars	KSRTC					
	Sum of Squares	Df	Mean Square	F	Sig.	
Depot Manager/ Manager use appraisals to reward their favourites	Between Groups	4.353	3	1.451	2.142	0.108
	Within Groups	31.167	46	0.678		
	Total	35.52	49			
My organization is not co-operative to improve my performance	Between Groups	7.233	3	2.411	4.478	0.008
	Within Groups	24.767	46	0.538		
	Total	32	49			
I am not happy about my depot manager/ Manager appraisal of my performance	Between Groups	6.613	3	2.204	3.803	0.016
	Within Groups	26.667	46	0.58		
	Total	33.28	49			
My Depot manager/ Manager fails to identify the best performer	Between Groups	1.013	3	0.338	0.419	0.74
	Within Groups	37.067	46	0.806		
	Total	38.08	49			
I found it difficult during my performance appraisal to talk freely with my depot manager/ Manager	Between Groups	8.853	3	2.951	3.182	0.033
	Within Groups	42.667	46	0.928		
	Total	51.52	49			

**Table No 4: ANOVA
Experience on Employees of KSRTC and Performance Measurement**

Particulars	KSRTC					
	Sum of Squares	df	Mean Square	F	Sig.	
My performance appraisal for this year represents a fair and accurate picture of my job performance	Between Groups	11.18	3	3.727	3.852	0.015
	Within Groups	44.5	46	0.967		
	Total	55.68	49			
My Depot Manager/ Manager and I agree on what equals good performance in my job	Between Groups	20.72	3	6.907	8.361	0
	Within Groups	38	46	0.826		
	Total	58.72	49			
I am aware the standards used to evaluate my performance	Between Groups	3.547	3	1.182	1.411	0.252
	Within Groups	38.533	46	0.838		
	Total	42.08	49			

improve my performance (KSRTC (p)=0.05), i receive frequent formal and informal feedback from my depot manager/ Manager about my growth (KSRTC (p)=0.45) and my Depot Manager/ Manager takes my career aspiration sincerely (KSRTC (p)=0.08) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC but the p values of depot Manager/ Manager takes my appraisals very Seriously (KSRTC (p)=0.03) is less than 0.05 hence it is not significant.

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC, as the p values of depot Manager/ Manager use appraisals to reward their favourites (KSRTC (p)=0.108), my organization is not co-operative to improve my performance (KSRTC

(p)=0.008) and my Depot manager/ Manager fails to identify the best performer (KSRTC (p)=0.74) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC but the p values of I found it difficult during my performance appraisal to talk freely with my depot manager/ Manager (KSRTC (p)=0.033) and i am not happy about my depot manager/ Manager appraisal of my performance (KSRTC (p)=0.016) are less than 0.05 hence it is not significant.

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC, as the p values of i am aware the standards used to evaluate my performance (KSRTC (p)=0.252) p values is more than 0.05 hence the result shows that there is no significant difference between

**Table No 5: ANOVA
Experience on Employees of KSRTC and Satisfaction**

Particulars		KSRTC				
		Sum of Squares	Df	Mean Square	F	Sig.
Are you satisfied with existing environment in the organisation	Between Groups	16.133	3	5.378	5.168	0.004
	Within Groups	47.867	46	1.041		
	Total	64	49			
Are you satisfied with the facilities provide by your organisation for you and your family	Between Groups	5.42	3	1.807	5.894	0.002
	Within Groups	14.1	46	0.307		
	Total	19.52	49			
Refreshment	Between Groups	6.167	3	2.056	3.66	0.019
	Within Groups	25.833	46	0.562		
	Total	32	49			
Health care facility	Between Groups	6.913	3	2.304	2.763	0.053
	Within Groups	38.367	46	0.834		
	Total	45.28	49			
Tow – facility or Crane facility when vehicle trouble on road	Between Groups	4.533	3	1.511	1.761	0.168
	Within Groups	39.467	46	0.858		
	Total	44	49			
Residence or quarters facility provide by your organisation	Between Groups	6.32	3	2.107	3.727	0.018
	Within Groups	26	46	0.565		
	Total	32.32	49			
Uniform facility or allowance provide by the company for the purpose of uniform	Between Groups	10.187	3	3.396	3.572	0.021
	Within Groups	43.733	46	0.951		
	Total	53.92	49			
Foot ware facility provide by the organization	Between Groups	11.287	3	3.762	3.776	0.017
	Within Groups	45.833	46	0.996		
	Total	57.12	49			

**Table No 6: ANOVA
Experience on Employees of KSRTC and Relationship**

Particulars		KSRTC				
		Sum of Squares	Df	Mean Square	F	Sig.
My relationship with colleagues With Diver and Conductor	Between Groups	0.62	3	0.207	0.674	0.572
	Within Groups	14.1	46	0.307		
	Total	14.72	49			
My relationship with colleagues With conductor and Mechanic	Between Groups	1.787	3	0.596	1.417	0.25
	Within Groups	19.333	46	0.42		
	Total	21.12	49			
My relationship with colleagues With Driver and Mechanic	Between Groups	2.487	3	0.829	1.127	0.348
	Within Groups	33.833	46	0.736		
	Total	36.32	49			
My relationship with superior and subordinates	Between Groups	5.847	3	1.949	2.185	0.103
	Within Groups	41.033	46	0.892		
	Total	46.88	49			

employees perception in KSRTC but the p values of my performance appraisal for this year represents a fair and accurate picture of my job performance (KSRTC (p)=0.015), My Depot Manager/ Manager and I agree on what equals good performance in my

job (KSRTC (p)=0.000), I am aware the standards used to evaluate my performance (KSRTC (p)=0.252) are less than 0.05 hence it is not significant.

Interpretation: analysis of variance revealed significant difference between employees perception

in KSRTC, as the p values of Health care facility (KSRTC (p)=0.053), Tow – facility or Crane facility when vehicle trouble on road (KSRTC (p)=0.168) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC but the p values of are you satisfied with existing environment in the organisation (KSRTC (p)=0.004), Are you satisfied with the facilities provide by your organisation for you and your family Drinking water (KSRTC (p)=0.002), Uniform facility or allowance provide by the company for the purpose of uniform (KSRTC (p)=0.021), Foot ware facility provide by the organisation (KSRTC (p)=0.017), Refreshment (KSRTC (p)=0.019), Residence or quarters facility provide by your organisation (KSRTC (p)=0.018) are less than 0.05 hence it is not significant.

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC, as the p values of my relationship with colleagues With Diver and Conductor (KSRTC (p)=0.572), My relationship with colleagues With conductor and Mechanic (KSRTC (p)=0.25), My relationship with colleagues With Driver and Mechanic (KSRTC (p)=0.348), My relationship with superior and subordinates (KSRTC (p)=0.103) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC.

Summary of Findings:

1. In this study, majority of the respondents are male employees, there is a preference for male employees in KSRTC, 10+2 is the qualification of employees. In this organization employees age is between 30 to 45. in KSRTC employees income level is less than Rs. 2 Lakh, there is no major role of experience in KSRTC.
2. In hypothesis testing the result highlights, there is a significant relationship between perception of employees and management. In KSRTC, employees are happy because of healthy environment, well management support, best working conditions, attractive incentives and perks etc.

Conclusion:

KSRTC is one of the popular and well organized public road transport corporation in Karnataka State. KSRTC is fast growing, competitive price and quality of service is ensured with reliable performance. KSRTC employees are more happy and comfortable with organization and management. KSRTC employees are enjoying good remuneration, work environment and management support. Whereas allowances, perquisites and fringe benefits are almost good in the KSRTC transport. In this study, in hypothesis testing the result highlights, there is a

significant relationship between perception of employees and management. In KSRTC, employees are happy because of healthy environment, well management support, best working conditions, attractive incentives and perks etc.

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