

## Evaluation of Employees' Perception with Special Reference to KSRTC Bengaluru

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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.

Employees' perception analysis depends on great extent to managers who, in the usual understanding of their role, perform the functions of planning, organizing, staffing, leading and controlling. Different factors of economic and social character have an impact on all employees and by the same token, on managers. It should be permanently analyzed at the company level, which is primarily the task of human resource management. However, to outline the general profile of employee's attitude should be examined at a higher level, which was the purpose of the present research. The main intention is to determine how employees perceive certain aspects of their own employment, work conditions and commitment, as well as to verify the significance of differences with regard to the chosen characteristics.

The collected data are analyzed by means of adequate statistical methods. The results enable the employees regardless of their own answers to particular questions, to gain a clear insight into their position in the business world, and to use their knowledge, experience and skills more effectively in fulfilling their tasks. The findings from the quantitative analysis that, age have a significant moderating Employees' perception analysis- A comparative study on KSRTS. Similarly, the findings from the quantitative analysis suggest that employees' perceptions analysis of SRS. The results revealed that employees' perception analysis is perceived by workers of KSRTC and SRS. Furthermore, the study showed that perception analysis of KSRTC and SRS employees at operation level.

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

Road transport is indispensable for the development of the economy of a country. It remains the elementary of mobility of the people and transport of goods due to its dexterity in utility efficiency and inimitable litness enhanced by a flawless link to transport means. Road transport always plays an important role of transporting short and medium distances interchange. In India it is only transportation that link villages to the mainstreams goods / services have transported with seas ever since human settled down in urban centers the pressure on the increase. In India, passenger's road transportation is afforded by both public and private sector. The state transport undertaking (STU's) operates in the public sector or segment.

Karnataka state road transport corporation (KSRTC) is a government public transport buses operates in established in 1-1-1996 the total **24,138** buses ( as on 2019) and employees **37019** employees(excludes it's subsidiary's). it operates in intra –state and city buses routes KSRTC is one among the profitability transport operates in India and is well known for its route courage encompassing almost every remote area in Karnataka. The prices charged is almost lower than the private sector and the objective of providing adequate, efficient, economic and properly coordinated road transport services

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.

### A. Statement of problem

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.

### B. Objectives of the study

1. To understand the perceptual level of KSRTC employees towards management and colleagues.
2. To study the present status of Road Transport in Karnataka
3. To analyze the functioning of Karnataka State Road Transport Corporation.
4. To analyze the causes of KSRTC crisis

### Hypothesis of the Study:

1. Experience is not associated with perception of employee's in KSRTC.
2. There is a no significant difference between the perception of employees in KSRT

3. There is no difference between the perceptions of KSRTC employees with regard to the recruitment, selection, training and development programmes undergone by them.
4. There is no significant difference between the perception on evaluation system on based on designation of employees

## 2. Research Design

Research design represents a combination of methods and measures critical in conducting research to arrive at testing assumptions and hypotheses. The design used for this study was a descriptive research design. The studies concerning whether certain variables are associated are descriptive research studies

### A. SAMPLE OF THE STUDY

The total population at KSRTC, Bengaluru unit is around and 37019, 600 samples is selected for the study purpose. The basis of 600 sample decision on the Bill Godden's sample formula. Sample size- finite population (where the population is less than 50000).

POP = population size = 37019

Note: calculate the sample size using the infinite population formula first. Then use the sample size derived from that calculated to calculate a sample size for a finite population.

$$SS = ss / (1 + (ss - 1) / pop)$$

$$SS = Z^2 \times (p) \times (1-p) / C^2$$

SS = sample size

Z = z value A (e.g. 1.96 for a 95% confidence level)

P = percentage of population picking a choice, expressed as decimal

C = confidence interval, expressed as decimal (e.g. 0.04 = +/- 4%)

A = values (cumulative normal probability table) represent the probability that a sample will fall within a certain distribution.

$$= 3.8416 \times 0.25 / 0.0016$$

$$= 0.9604 / 0.0016 = 600.25$$

$$\text{Now new } SS = ss / (1 + (ss - 1 / pvp))$$

$$= 600 / (1 + 600 - 1 / 37019))$$

$$= 600 / 1 + 0.01618$$

$$= 600$$

### Sample table

Selected category of employees	No of sample selected
Administration	300
Labor	150
Stores verification	50
Accounts	25
Mechanical Engineer	25
Traffic inspector	50
Total	600

#### A. Universe of the study

The present study is confirmed only to Bengaluru. There is heavy concentration of KSRTC units and nickname. The North Western **Karnataka Road Transport Corporation (NWKRTC)**, Further, Bengaluru is the fastest growing center and popularly called as “silicon valley”

#### B.Sampling Technique

Convenient sampling technique was adopted and data has been collected using a structured questionnaire. 600 samples was fixed for the study as suggested by Bill Godden (2004).

#### C. Sources of data

The present research work utilizes both primary and secondary sources. The primary and secondary sources. The primary data was collected by administration a well drafted structure questionnaire which was administered as scheduled a pilot the study was conducted. For this purpose 50 respondents were chosen and requested to provide valuable answers for questions. In the light of experience of collecting and circulated among the sample respondents. 640 questionnaires were received and 30 were not usable ones and form a success of 95.48%. The secondary sources were journals, books and different websites.

#### D.Questionnaire design

The questionnaire framed for this purpose is a structured one and all the questions to be asked are known in advance. The scales used to evaluate questions are:

- 1) Descriptive scale (yes or no)
- 2) Likert 5 or 4 point scale.

#### F.Statistical tools and Techniques

ANOVA statistical tools are used to interpret the data. ANOVA measures the quantum of variation of also helps as to test the data scientifically.

### 3. Literature review

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.

S. Adebusuyi (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 analyzed to show the most commonly perceived organizational politics and the relationships among these dimensions of perceived organizational politics.

### Survey findings

**Table-1** highlights data about experience is not associated with perception of employees in KSRTC. Out of 600 sample respondents 336 strongly over the statements listed in the table tends in constant flux, followed by 201 agree, 28 stood neutral, 14 disagree and 21 strongly disagree. Out of the 336 respondents who said strongly agree, 60 said about not update with new working strategies followed by 58 about low appraisal, 53 about less engaged in work , 45 about less productive than previous and 6 days work and 45 each about less subtle and less people analytics , and 30 about less cross functional data sharing . Out of the 201 respondents who said agree, 35 said about less knowledge about advanced technology ,34 about less inferred feedback , 32 about lack of having listening

strategy , 30 about, less engaged in work 28 about less engaged in work and 6 days work, 22 about less enthusiasm and 20 about brand commitment . Out of 28 respondents who neutral a majority of 7 said about less satisfaction. 6 about no, engaged in work 4 each about not providing good feedback. Out of 14 who said disagree, 3 each said about less salary and favoritism and 2 about unhappy with appraisal and 2 each about low appraisal and improper training and appraisal. Out of 21 who said somewhat agree, 6 said about fails to identify best performer about , 4 about low appraisal and 3 each about ANOVA statistical metric fails to accept H0 and accepts H1. Therefore it is concluded here that there exist significant variation in the data and. experience is associated with perception of employees in KSRTC

**Table-2** highlights data about no significance on employee perception. 330 respondents out of 600 have stated highly causes, 165 causes, 30 neutral, 45 not causes and 30 highly not causes. Out of 330 who said highly causes 90 said about No perception on employees job requirement, 75 about non influence of normative commitment, 60 about perceived have less affective commitment , 57 about no impact organizational outcomes , 48 about decrease in turnover intention . Out of 165 respondents who said about causes, 60 about less respondents opined that new technologies are highly effective. , 30 about impracticable approach to life, 27 about more ego and procrastination and 24 each about. Less engaged and impracticable approach to life, and 4 about . halo effect ;Out of 45 who said not causes 9 said about projection and 9 each about, 6 about more egoism and a majority of 12 said about A team can be effectively handled by an individual. Out of 30 who said highly not causes 9 said about poor relation 6 about less communication with supervisor and 6 each more ineffective and ineffective . ANOVA quantitative metric fails to accept H0 and accepts H1. Therefore, it is concluded here that there exist significant variation in the data and respondents are aware of perception of employee.

**Table - 3** reveals about respondents no difference between the perception of KSRTC employee with regard to recruitment, selection , training development programme undergone 330 respondents out of 600 said highly aware followed by 180 aware 30 neutral, 60 some that aware. Out of 330 respondents who said highly aware, 75 each said about solves the problem at an early stage without allowing to grow further, and takes , Candidates like to be kept up-to-date on the developments of their application 63 said about keeps concentration on productivity, 60 improve the overall conditions, 57 about keeps the workforce happy. Out of 180 who said aware, 45 each said about solves the problem at an early stage and Keeping the channels of communication open is not only respectful of an applicant's time, but it adds to the positive perception of your organization, 33 said about keeps concentration on productivity, 30 about improves overall working conditions, and 27 said about develops a happy work force. Out of 30 who stood neutral a majority of 9 spoke about neutrality about solves problem at an early stage, 6 said about improves overall conditions and 6 each further keeps concentration on productivity and takes human problems. Out of 60 who said somewhat agree, 15 each said about solves the problem at an early stage and keeps concentration on productivity, 12 each about improve the overall conditions and takes human problems like absenteeism and demonization. ANOVA quantitative metric fails to accept H0 and H1. Therefore it is concluded here that there exist significant variations in the data and respondents are aware of perception of employee with regard to recruitment, selection, training, development, programme undergone by the organization.

**Table-4** sum up the less significant difference between the perceptions on evaluation system on based on designation of employees. 342 respondents out of 600 are strongly agree followed by 168 agree, 36 neutral, 54 somewhat agree. Out of 342 respondents who said strongly agree 75 said about increase in labor unrest, 54 said about increases wastages, 48 about less performance appraisal creates indiscipline and 45 about individual strength and weakness in work. Out of 168 respondents who said agree 42 said about decrease in growth of career in further work , 36 about lack of perception leads to not confrontation less accuracy in evaluation , 24 about procedural justice ,21 about loss of interest in work and 18 said about damages stability and growth. Out of 36 who stood neutral 9 each said about the kind of project available, their execution, cost estimation; competitive strength, team spirit and professionalism and commitment and labor unrest, 6 each said about increase in labor turn over and increases wastages. Out of 54 respondents who said somewhat agree, 12 each said about increases labor turn over and increases wastages, 9 each about grievance, create indiscipline, and lack of morale and commitment and labor unrest and 6 each about loss of interest in the work and damages the stability and growth. ANOVA quantitative metric fails to accept H0 and accepts H1. Therefore it can be concluded have that there exist significant variations in the data and respondents are aware of evaluation system on based on designation of employee .

### **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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**Table-1 : Experience is not associated with perception of employee in KSRTC**

Drivers of Perception of employee	SA	A	N	DA	SDA	T
Tends in constant fluse	60	35	7	3	6	111
Less people analytics	45	28	3	2	2	80
Cross functional data sharing	30	20	2	1	3	56
Knowledge about changing technology	53	32	2	1	1	89
Lack of continuous listening strategy	58	34	4	2	4	102
Tight production norms	45	22	4	2	3	76
Inferred feedback	45	30	6	3	2	86
Total	336	201	28	14	21	600

Source: Field survey

Note: SA - Strongly Agree, A - Agree, N - Neutral, DA - Disagree, SDA - Strongly Disagree

**Hypotheses**

H0 Employee impact evaluation perception of employee special reference to KSRTC is not positively related to the Experience of employee associated with the perception from management size and there exist no significant variation on the data

**Reject**

H1

Employee impact evaluation perception of employee special reference to KSRTC is positively related to the Experience of employee associated with the perception from management size and there exist significant variation on the data

**Accept**

ANOVA Table



Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	11877.0778	(5-1)=4	11877.0778/4 =2969.2694	2969.2694/ 33.4369 =88.80	F(4,30) =2.09
Within sample	1003.1882	(35-5)=30	1003.1882/30 =33.4296		
Total	12880.2660	(35-1)=34			

Source: Field Survey

**ANOVA Analysis:**

The calculated value being 88.80 higher than the TV = 2.64 @ 5% level of significance with  $df = v1 = 4$  and  $v2 = 30$  fails to accept  $H_0$  and accept  $H_1$ . Therefore it is concluded here that there exist significant variations in the data and respondents are aware about employee perception from the management side.

**Table-2: No Difference between the perception of KSRCT employee with regard to recruitment, selection, training, development programme under gone by them.**

Drivers of grievances	HC	C	N	NC	HNC	T
Affects their beliefs about an organization kept up-to-date on the developments of their application	90	60	9	9	6	174
Keeping the channels of communication open	75	24	7	12	9	127
greater recruitment success	57	27	5	6	6	101
Positive experience,	48	30	5	9	3	95
Total	60	24	4	9	6	103
	330	165	30	45	30	600

Source: Field survey

Note: HC - Highly Causes, C - Causes, N - Neutral, NC - Not Causes, HNC - Highly Not Causes

**Hypotheses**

$H_0$  Employee perception is significance is negatively related to respondent of employee

Evaluation

**Reject**

$H_1$  Employee perception is significantly positively related to respondent of employee

**Accept**

**ANOVA Table**

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	13590	(5-1)=4	13590/4 =3397.5	3397.5/ 104.3 =32.5743	F(4,20) =2.87
Within sample	2086	(25-5)=20	2086/20 =104.3		

Total 15676 (25-1)=24

Source: Field Survey

**ANOVA Analysis:**

The calculated value being 32.5743 higher than the TV = 2.87@5% level of significance with  $df = v1 = 4$  and  $v2 = 20$  fails to accept  $H_0$  and accept  $H_1$ . Therefore it is concluded here that there exist significant variation in the data and respondents are aware of significance of employee perception.

**Table-3 : There is no difference between the perception of KSRTC employee with regard to recruitment, selection , training, development programme undergone by them.**

Objectives of EPSTDP	HA	A	N	SWA	T
It solves the problem at an early stage than letting to grow big and becomes insolvable	75	45	9	15	144
Improve the overall conditions	60	50	6	12	108
Develops a happy work force	57	27	3	6	93
Keeps concentration on productivity	63	33	6	15	117
Takes human problems like absenteeism, Service record book	75	45	6	12	138
Total	330	180	30	60	600

Source: Field survey

Note: HA - Highly Aware, A - Aware, N - Neutral, SWA - Somewhat Aware

**Hypotheses**

$H_0$  Employee the perception of KSRTC employee with regard to recruitment, selection , training, development programme undergone by them is negatively related  
**Reject**

$H_1$ : the employee perception of KSRTC employee with regard to recruitment, selection , training, development programme undergone by them is positively related to the awareness of employees.

**Accept**

**ANOVA Table**

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	11160	(4-1)=3	11160/3 =3720	3720/ 36.375 =102.26	F(3,16) =3.24
Within sample	582	(20-4)=16	582/16 =36.375		
Total	11742	(20-1)=19			

Source: Field Survey

**ANOVA Analysis:**

The calculated value being 102.26 higher than the TV = 3.24@5% level of significance with  $df = v1 = 3$  and  $v2 = 16$  fails to accept  $H_0$  and accept  $H_1$ . Therefore it is concluded here that there exist significant variation in the data and respondents are aware of objectives of grievances handling.

**Table-4 : There is no significant difference between the perceptions on evaluation system on based on designation of employees.**

Impact drivers of grievances	SA	A	N	SWA	T
fairness perception	75	42	6	121	35
Establishing job criteria and appraisal standards	48	24	9	9	90
Providing feedback	45	21	3	6	75
ranking and comparing individuals	60	18	3	6	87
conducting validation research	54	27	6	12	99
equal distribution justice	60	36	9	91	14
Total	342	168	36	154	600

Source: Field survey

Note: SA - Strongly Agree, A - Agree, N - Neutral, SWA - Somewhat Agree

**Hypotheses**

$H_0$  Employee impact negatively between the perceptions on evaluation system on based on designation of employees has no significant variation on the data **Reject**

$H_1$  Employee the perceptions on evaluation system on based on designation of employees

positively related to the awareness of impact on significant variation on the data

**Accept**

**ANOVA Table**

Source of variation	ss	df	m-s	F-ratio	5% F-limit (from the F-table)
Between sample	9900	$(4-1)=3$	$9900/3$ $=3300$	$3300/$ $53.7$ $=61.45$	$F(3,20)$ $=3.10$
Within sample	1079	$(24-4)=20$	$1074/20$ $=53.7$		
Total	10974	$(24-1)=23$			

Source: Field Survey

**ANOVA Analysis:**

The calculated value being 61.45 higher than the TV = 3.10@5% level of significance with  $df = v1 = 3$  and  $v2 = 20$  fails to accept  $H_0$  and accept  $H_1$ . Therefore it is concluded here that there exist no significant variation in the data and respondents are aware of impishness of grievances forum.