A Case Study on Perception Model of Human Resource Management Practices of Karnataka State Road Transport Corporation (With Reference to Bangalore Region)

Dr. R. Navaneetha Krishnan¹, Prof. Anbalagan Ajaganandham²
¹Professor / Business Studies, Salalah College of Technology, Salalah, INDIA
²Professor / Business Studies, Salalah College of Technology, Salalah, INDIA

ABSTRACT
This study examined the relationship between the employee perception and the human resource management practices in the Karnataka State Road Transport Corporation, and looked at how employees perceived differently with respect to the HRM variables in terms of demographical factors such as gender, age, educational level and experience. A cross-sectional survey was conducted with a convenience sample of three groups of composite employees, namely, drivers and conductors (i.e. 229), technical staff (i.e. 52), and administrative staff (i.e. 37). The results indicated that the employee perceptions have a significant influence on their human resource management practices.

The study further found that male participants perceived their human resource management practices significantly more positive than their female counterparts. Employees with degrees were significantly more positive about the level of employee participation than the participants with diploma qualifications. Respondents in the exploitation management department were significantly more positive about their human resource management practices. With the result of ANOVA, the variation in the perceptions of the respondents on human resource management factors was significant with the null hypothesis except promotion factor and job designing factor. From the ranking of human resource management factors, corporation should concentrate to mainly on employee motivation and wages and salary increase.

Keywords— Employee Perception, Human Resource Management, Karnataka State transport Corporation and HRM Practices.

I. INTRODUCTION
Road Transport is indispensable for the development of the economy of a country. It remains the elementary choice of mobility of people and transport of goods due to its dexterity in utility, efficiency and inimitable litheness enhanced by a flawless link to other transport means. Road Transport always plays a principal role of transporting short and medium distance passenger interchange. In India, it is the only mode of transport proficient of linking villages to the mainstream. Goods/passengers have been moved by land and sea ever since our human race settled in town and urban areas. With the increase in road network, and linking of more villages with urban centers, the pressure on public passenger transport system is ever on the increase. In India, passenger road transportation is afforded by both public and private sectors. The State Transport Undertakings (STUs) operate in the public sector segment. As a major element of the nation’s transport infrastructure, the STUs discharge the major percentage of general public transport needs. STUs generally provide urban, rural and inter-state services to the country’s poor and middle-income groups. They carry people and goods of household from far off sprinkled locations, thus improving mobility and minimizing regional disparities. They also contribute to the overall socio-economic rebuilding of the country. The share of STUs in terms of total buses is increasing day by day.

II. KARNATAKA STATE ROAD TRANSPORT CORPORATION (KSRTC)
Karnataka State Road Transport Corporation
(KSRTC) is a Government public transport bus operator in Karnataka, established in 1-1-1961. The total number of buses under operation are 7011 (as on 2010) and employees are 33843. It operates buses in intra-state, inter-state, and city bus routes. KSRTC is one among the profitable transport operator in India and is well known for its route coverage, encompassing almost every remote area in Karnataka. The prices charged are significantly lower than that of the private sector. Also, Student Concession passes—75 percent to 80 percent concession on normal fare is given. Karnataka State Road Transport Corporation (KSRTC) has been working towards carving a niche in the public transport system with a vision to be the best transport service provider in the World, which is safe, reliable, courteous, economic and environment friendly to commuters. KSRTC is the first and leading State Transport Undertaking in the country to adopt Information and Communications Technology in its administrative and operational processes. KSRTC’s primary objective is to adopt IT in its day-to-day operations and bring every staff under the Information Technology net. KSRTC has been deploying the IT tools in the best possible measures to optimize its efficiency and reduce operational cost and at the same time, providing quality services to its customers.

III. STATEMENT OF THE PROBLEM

The Human Resources Management in transport sector undertakings is gaining importance in recent years because of the vast improvement in the measure and value of services and increase in employee strength, which call for managing a number of issues on the selection of right personnel, training process, and rapport of employees irrespective of the chain of command. The Human Resource Management mainly centers on employee development for improved performance and is basically a viewpoint shared by management and labour. Correspondingly, the productivity of transport sector undertakings mainly depends on the competence of human resource and its management. If an organisation espouses high level of Human Resource Management, surely the dedication of workers towards the organisational objective increases which results in high manpower productivity.

In this context the researcher has tried to know all the existing human resources policies and practices and the individual characteristics of employees which influence the human resource management. Hence, the topic “A Study on Human Resource Management Practices in the Karnataka State Road Transport Corporation with reference to Bangalore” has been chosen for the current research.

IV. REVIEW OF LITERATURE

Many studies on human resource management have been made, which mainly focus on large and complex modern enterprises in private and public sectors which do not provide much insight into the aspects of transport corporations, more particularly in the field of Human Resource Management. Some of the important studies conducted on human resource management relating to study are reviewed here.

Rami Reddy (1991) in his article titled “Problems and Issues of Public Relation in State Transport Undertakings” has studied the problems and issues related to public relations in transport undertaking and general public, quality of services identified with crew, and expectation of the public with STU. He has concluded that if there is good relation with employees and public, it would improve the quality of the image of the STUs.

Joshi S.S., et al. (1991) in their article titled “Recruitment, Training and Manpower Development in BEST” have studied the necessity of training to the staff at all levels of manpower planning in public transport undertakings. They have suggested that proper recruitment, training and manpower development are the most important at every level of any organisation so that it results in efficient management and effective utilization of all resources, especially in Transport undertaking.

Kenneth Todd (1992) in his article titled “Pedestrian Regulations in the United States - A Critical Review” has highlighted the legal rights related to drivers and pedestrians in transport undertaking in the USA. He has concluded that the improved communication between road users and drivers is aimed at reducing disputes among the transport employees and traffic control to encourage better drives in transport undertakings.

Prem Babu (1993) in his article titled “Human Resource Development in Greater Manchester Buses United Kingdom” has highlighted the details of human resources department of GMBL, training and development and leadership problem in the GMBL. In his article he has concluded that the training programme for managers and supervisors in GMBL would be the need of the individual managers and supervisors for overall improvement in the performance of the GMBL Company.

Jai.Sinha and Sarita Singh (1995) in their article “Employees’ Satisfaction and Its Organizational Predictors” have presented employees’ satisfaction with their organization, life, job, expectancy to satisfy their most salient needs, and unproblematic properties of their work. They have concluded that the work climate and human relations contribute directly to organizational satisfaction in case of managers and workers to provide better service conditions.

Murugesan R.and Ramamoorthy N.V. (1996) in their article titled “Quality on Services in State Transport Undertakings - Evaluation and Improvement” have studied the important service characteristics to determine the level-of-transport services from the regular users of state bus transport. They have concluded that the deficiency of the
various quality measures would affect the improvement level of transport services in India.

Patel M.K. (2006) in his book entitled “HRD Practices in Service Industry : A Study of Women Employees” highlighted that HRD general practices, HRD climate, industrial relations, wages and salary, welfare activities, promotion and transfer, performance appraisal, recruitment and training and development practices in various service sector’s organizations in India concentrated much to higher performance. Human resources are the vital part of an organisation’s growth. The development of human resources carries a vast importance for the future of the organisation. Today HRM / HRD is not an isolated practice or a department in the organisation. It is a force, which binds the whole organisation. It is the aspect, which solves the problems related to human resource in the organisation. Human resource is an important aspect of management, which motivates the human power to take the challenges faced by the organisation in the third millennium.

Ville Nurmi (2007) in his article entitled “the trends of HRD in the Finnish pulp and paper industry” emphasis the trends in HRD. The recent two decades have introduced several major changes into this field of industry. Technical breakthroughs have led to drastic changes in the competence requirements of the personnel. On the other hand, the boom of mergers and acquisitions in this industry segment has cut down the number of corporations with worldwide operations. He concluded that the globalization challenges the European labor market, social policy, vocational education as well as HRD practices to develop high value jobs and competencies essential for survival in the labor cost competition.

Nicole Renee Baptiste (2008) in their study, data were collected from a public sector (local garments) organization to identify the link between HRM practices and employee well being at work and performance. A preliminary staff survey of employees provides a brief over view of the link between HRM practices and employee well being at work and performance. Findings show that HRM practices adopted have a significant impact on employee well being at work and tend to be more positive than negative. The overall consistent result in the study was that management relationship behaviours in the form of support and development of trust, promoted employee well being at work amongst workers in general. The finding will prove helpful practice and research limitations and implications show that HRM practices that help to maximize employee well being at work are not necessarily the same as those that make up “high performance” HR practices and the promotion of well being at work is not to be at result of the HRM practices but can be linked to line management leadership and to relationship. The practical implication show that the importance of management relationship support and employees trust are found to predict well being at work. The business card for employee improving employee performance and productivity which in turn can enhance organizational effectiveness and decision making.

Wong Choy Har, Tan Boon In, Loke Siew Phaik and Lee Voon Hsien (2009) in a study on “The Impact of HRM Practices on KM: A Conceptual Model”, highlights the context within which Knowledge Management (KM) has rapidly grown in India. The research model demonstrates the association between the contribution of HRM practices and the effect towards an effective KM. It is clear that continuous support from the HRM will be a key strategic requirement for facilitating the knowledge management activities in the firm. The proposed framework is valuable to practitioners and managers so that they can be well-prepared in the efforts of improving the firms’ knowledge management processes. It is also suggested that this framework to be examined through empirical data. They expect that the findings can provide more insights and deepen our understanding in examining the relationship between HRM practices and knowledge management. More importantly, the findings can be used to gauge the effectiveness of KM in improving the organisational performance and sustaining future competitiveness.

Muhammad Asif Khan (2010) did study on “Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan”. The study evaluates the effects of human resource management practices on organizational performance in Oil and Gas Industry in Pakistan. A total of 150 managers of 20 randomly selected firms from Oil and Gas Industry responded to self-reported questionnaire that measured five HRM practices and subjective measures of organizational performance. Factor analysis was performed to identify human resource management practices. Regression analysis indicated a positive and statistically significant association of these practices with organizational performance. The study provides insight to management to use these practices as strategic tool for superior performance, and add to the limited empirical knowledge that exists in Pakistani context. This study evaluated the effects of HRM practices on organizational performance in Oil and Gas Sector of a developing economy. The study highlights the importance of HRM practices to achieve and sustain superior performance in changing business environment and need for an integrated approach toward formulation and implementation of HRM practices. The organizations need to proactively pursue a strategic approach to HRM practices and invest in such practices to achieve sustainable competitive advantage in tangible and intangible dimensions.

V. METHODOLOGY

The present study is mainly explorative and
analytical in nature with the use of both primary data and secondary data. The secondary data needed for this study have been collected from the Karnataka State Road Transport Corporation Bangalore Limited, Publication of the Department of KSRTC and the Publication of the Central Institute of Road Transport.

The primary data were collected through a well-designed interview schedule. The collected primary data have been summarized and tabulated for the purpose of consequential statistical analysis and processed with the help of appropriate statistical tools in order to fulfill the objectives of the study. The Chi-square test was used to evaluate the socio-economic characteristics’ influences on the human resource management. The analysis of variance (one way) has been employed to measure the perception of employees on the human resource management practices of the Karnataka State Road Transport Corporation Bangalore. Simple percentage analysis and average mean score are also employed to arrive at possible solution.

**Sampling, Primary, Secondary and Tools Used**

For the study of human resource management practices in KSRTC, Bangalore has been selected. 14 Region and 69 Depots are operating in the Bangalore from which the respondents have been chosen. Accordingly, interview program was carefully designed and served to 318 employees of the study area after an exercise of pre-tested pilot questionnaire with 10 employees and in the light of the experience gained by the researcher, the final interview schedule was drafted. This sample size is 1 per cent of the stratified total employees (31,734) except Class I and Class II employees (366) at the KSRTC of Bangalore. The sample data have been congregated from three groups of composite employees, namely, drivers and conductors (i.e. 229), technical staff (i.e. 52), and administrative staff (i.e. 37).

**Significance of the Study**

It is a well-known fact that a number of studies are available in the field of human resource management, but the present study not only aims to examine the multi-dimensional aspects of human resource management policies and practices in the organisational framework, but also the existence of the HRM climate in the acuity of different categories of employees. In this research attempt, not only practical suggestions have been made only on the basis of the existing HRM characteristics, but also on the relative weightage given to each measurement of the HRM characteristics exhibited by the respondents. The transport organisation which employs only human power as the means of achieving its target is taken for the study as it is considered very much opposite which cover all the elements of HRM. By far and large, the study is aimed to correlate with involvement and find out the determinants of such involvement in terms of HRM practice environment. Importance has also been focused in the present study on positively illustrating the ideas that job involvement and satisfaction can be improved in the good HRM practice environment.

**VI. OBJECTIVES OF THE STUDY**

1. To study the profile and management performance of the Karnataka State Road Transport Corporation, Bangalore.
2. To understand the Human Resource Management policies adopted by the Karnataka State Road Transport Corporation, Bangalore.
3. To evaluate the perception of the employees towards human resource management practices in the Karnataka State Road Transport Corporation, Bangalore.
4. To suggest appropriate measures to improve the human resource management practices in the Karnataka State Road Transport Corporation, Bangalore.

**VII. HYPOTHESIS**

The study intends to test the following hypotheses:

- **H001**: There is no relationship between the gender and the Human resources management practices.
- **H002**: There is no relationship between the age and the Human resources management practices.
- **H003**: There is no relationship between the experience and the Human resources management practices.
- **H004**: There is no relationship between the annual income and the Human resources management practices.
- **H005**: There is no relationship between the income level and the Human resources management practices.
- **H006**: There is no relationship between the dependents and the Human resources management practices.
- **H007**: There is no significance difference between Recruitment and selection, Training and development, Wages and Salary, Performance Appraisal, Promotion, Transfer, Employee Motivation, Welfare Measures, Leave Facilities and Maintenance of Employees and the perception Human resources management practices.

**VIII. FINDINGS, CONCLUSIONS AND SUGGESTIONS**

**FINDINGS**

- The sample was constituted by 37 administrative staff, 52 technical staff, 229 drivers and conductors, the percentages of employment categories being 11.63 percent, 16.35 per cent, and 72.02 per cent respectively. The number of respondents are taken on the basis of ONE per cent of the total employees in each categories of the KSRTC, Bangalore during the period of the study.
- 99.1 per cent of the respondents were male workers. Only 0.09 per cent were female workers.
workers. Hence it is evident that except in administrative staff category, the corporation employs only male workers due to the hard nature of manual work that exists in the transport sector.

- Out of 318 respondents, majority i.e., 62.27 per cent belonged to 41-50 years age group. This age group was found predominant except in technical staff. 100 per cent of administrative staff, 32.7 per cent of technical staff, and 62.9 per cent of drivers and conductors had fallen under this age group. 23.90 per cent of them belonged to 51 years and above and remaining 13.83 per cent belonged to 30-40 years age group.

- Majority (40.88 per cent) of the respondents’ possessed HSC qualification. The next leading qualification group happened to be below HSC (20.75 per cent). 14.47 per cent were holding Undergraduate qualification; 13.21 per cent were holding Technical ITI qualification; 6.29 per cent had diploma qualification and only 4.4 per cent of them possessed Postgraduate qualification. Among the administrative staff, majority of the respondents possessed Postgraduate qualification (i.e. 37.8 per cent). In the case of technical staff 59.6 per cent belonged to Technical ITI holders Category. Majority of the drivers and conductors come under the category of HSC qualification (i.e. 52.4 per cent). It reveals that the possessing of the educational qualification is on the basis of requisite norms for employment eligibility criterion.

- The majority of the respondents were taken from the category of drivers and conductors. Among the drivers and conductors, 17.92 per cent were conductors; 21.07 per cent were selection grade conductors; again 21.07 per cent of them were to drivers; 11.95 per cent were selection grade drivers and 7.55 per cent were connected with the technical review-I. Among the technical category 46.2 per cent belonged to technical review-I. Among the administrative staff, 70.3 per cent of them belonged to senior assistant group. The predominant work force consisted of drivers and conductors which constituted 72 percent of the total.

- The Chi-square values of the socio-economic characteristics in age, experience and educational qualification of respondents and level of human resource management are all the same and its null hypothesis are rejected. The annual income of the respondents and level of human resource management and its null hypothesis are accepted. Hence, the result of this test infers that there are certain significant relations between socio-economic characteristics of respondent, the level of human resource management practice.

- The overall average mean score of the factor is 62 per cent. Among the respondents, administrative staff had 79 per cent of means score; technical staff had 63 per cent of means score; and only 59 per cent of means score had been obtained by the drivers and conductors. Element-wise supervisory performance appraisal and past job evaluation considerations had scored 87 per cent of mean score by the administrative staff. Appraisal methods used in the corporation had been poorly responded by all the respondents of the study (56 per cent). The finding is that the corporation has to concentrate more on the performance appraisal to improve the corporation’s development both physically and financially.

- The ranking of factors shows that the “leave facilities” has secured the first rank among all the categories of respondents except technical staff rating second. Training and development has secured second rank among the overall factors. Similarly promotion has obtained third rank; working condition and employee safety has obtained fourth rank; recruitment has obtained fifth rank; performance appraisal has obtained sixth rank; transfer has obtained seventh rank; welfare measures has obtained eighth rank; job designing has obtained ninth rank; maintenance of employees has obtained tenth rank; wages and salary has obtained eleventh rank and employee motivation has obtained twelfth rank. It would also be observed that the respondents of various categories have obtained more or less similar rankings in respect of performance appraisal and transfer in the overall ranking.

CONCLUSIONS

The corporation’s “Improved” results show 56.10 per cent and 39.02 per cent of the factors indicate that the results as “Not improved”; 4.88 per cent the “growth was not available” during the period of the study. Hence, the corporation has to concentrate on the average age of vehicles, gross kms run during every year, average daily kms run, number of routes, number of breakdowns, number of breakdowns per 10,000 kms, kms lost due to want of crew, number of pucca and spare permits, engine oil per km, number of retreadability per tyre, average age in month per battery, total operative staff strength, men per bus, staff not covered by operative staff, total number of SC/ST in the staff strength, absenteeism, bonus provision, gross revenue, total expenses, internal generation, EPKM, CPKM, Govt. Equity, loan outstanding, motor vehicle tax paid, number of depots, bus bodies construction and number of engines reconditioned.

The respondents belonging to administrative staff category had obtained a high mean score percentage (73 per cent); technical staff had obtained the low mean score percentage (59 per cent) and drivers and conductors had
obtained 61 per cent of moderate in respect of human resource management. Majority of them responded their perception highly on leave facilities (i.e. 77 per cent). The administrative staff and drivers and conductors had represented their perception highly on leave facilities; technical staff had expressed their perception highly on training and development. But the respondents had represented very low perception on the factors like wage and salary by administrative staff (49 per cent); employee safety by technical staff (37 per cent); and employee motivation by drivers and conductors with 49 per cent of average mean score. The corporation should concentrate on employee safety which is very important.

From the ANOVA analysis, the variation in the perceptions of the respondents on human resource management factors was significant with the null hypothesis except promotion factor and job designing factor. Hence, out of the twelve factors, only two factors alone had been insignificant with regard to the perception on human resource management practices practiced in KSRTC, Bangalore. Thus, 83 per cent of the factors had the same perception on human resource management by the respondents of the study.

From the ranking of human resource management factors, the employee motivation had 12th place (last) ranked by the respondents; wages and salary 11th place; maintenance of employees 10th place; and job designing 9th place. Hence, the corporation should concentrate to mainly on employee motivation and wages and salary increase.

**SUGGESTIONS**

- As the average mean score arrived in respect of employee motivation was found to be very low (12th rank with 54 per cent), it is suggested that the corporation must concentrate objectively on satisfying the employees in respect of worker’s participation in management providing scholarship to employees’ children, retirees welfare, higher official’s approach towards other employees, speedy claim for compensation, incentives in production, awards, and rewards to high performers.
- There was no appropriate recruitment in all the categories of employees in the corporation particularly in respect of drivers and conductors. The corporation requires more drivers and conductors to operate the existing fleet. To manage the situation, the corporation avails the casual labourer’s assistance which means that an unskilled worker is employed to perform the skilled job which will produce undesired results in the performance. Therefore, instead of using casual unskilled labour, the corporation may recruit skilled drivers and conductors on the basis of experience.
- The corporation’s recruitment procedure has received only moderate perception among the employees which need to be improved further.
- The corporation should evolve a formula to place the deserving and eligible dependents of the employees by allowing certain percentage which will motivate the employees to some extent.
- The drivers are really doing a sensitive job to the society and their life is at heavy risk which they face every day. Hence, the corporation has to enhance their salary and risk allowance to be provided along with all generous work benefits.
- Stress management programmes at all levels should be conducted at frequent intervals since drivers and conductors are moving with the general public daily.
- The drivers and conductors have low mean score (53 per cent) in respect of corporation and trade union relationship. The corporation must avoid discrimination among the employees.
- The factors that secured the last 4 ranks (employee motivation, wages and salary, maintenance of employees and job designing) must be taken care of. The corporation may take appropriate steps to improve the practices in these functional areas. The perception level is not uniform for all the categories of staff and it varies from 70 per cent to 53 per cent and the gap is to be filled up.
- The satisfaction level of drivers and conductors need immediate consideration by the management since the approach of the officers towards drivers and conductors has received poor response.
- Some of the socio-economic characteristics like age, experience, educational qualification and annual income have significantly influenced the perception of workers. Hence, the above matters may be taken into consideration, while formulating personnel policies and programmes.
- For the best bus operation, the corporation must open workshops for every 50 kms in the National Highway to avoid unnecessary breakdowns and to gain kilometres.
- Medical facility in the depots is highly required for the employees.
- Absenteeism should be controlled by the corporation to enhance the productivity performance.

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