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Employees' Perception Analysis - A Comparative Study on KSRTC and SRS Travels

Dr. B. Nagaraju Associate Professor, DoS in Commerce, University of Mysore, Mysore-06. Karnataka, India

Karunesha Kumar K UGC-JRF, Full Time Research Scholar, Dos in Commerce, University of Mysore, Mysore-06, Karnataka, India

ABSTRACT

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.

KEYWORDS : Employees' Perception, KSRTC and SRS

INTRODUCTION

PERCEPTION

Individuals behave in a given manner based not on the way their external environment actually is but, rather, on what they see or believe it to be. An organization may spend millions of dollars to create a pleasant work environment for its employees. However, in spite of these expenditures, if an employee believes that his or her job is lousy, that employee will behave accordingly. It is the employee's perception of a situation that becomes the basis for his or her behavior.

DEFINITION OF PERCEPTION

The process by which people translate sensory impressions into a coherent and unified view of the world around them. Though necessarily based on incomplete and unverified (unreliable) information, perception is equated with reality for most practical purposes and guides human behavior in general.

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' (2004, p. 132).

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 organisational 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' (Robbins et al 2004, p.132)

Factors influencing a person's perception can be broken down into three main categories. These include: the situation, the perceiver and the target. For example, the factors in the situation may include: time, work setting, or social setting. Where the factor has in the perceiver may include: attitudes, motives, interests, experiences and expectations. Lastly, the factors in the target may include: novelty, motion, sounds, size background, proximity, and similarity Perception affects our working relationships in many ways relating to the factors of organisational behavior, such as: individual, group or structure.

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.

Thus, the report is attempted to assess the practices and the real problems that exists in Awash International Bank. The report also tried to address the purposes for which performance appraisal is conducted.

KSRTC (KARNATAKA STATE ROAD TRANSPORT CORPORATION)





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. In countries like India, the Transport Undertakings owned by both the government and private operators provide services side by side in various regions of the country. Similarly, in the state of Karnataka, road transport services are provided by both public sector (operating through Karnataka State Road Transport Corporation, KSRTC) and the private sector. The competition between the private and nationalized services is expected to improve the efficiency and generally work in favor of the passengers. It is expected that the passengers get better service, lower fares and higher reliability because of the competition. In any transport organization, the employees operating the buses are the frontline staff who comes in regular contact with the passengers. The quality of service as well as the customer satisfaction depends, to a large extent, on the interaction of these staff with the passengers. In other words, it is very important for a transport organization to have a highly motivated frontline staff who are dedicated to providing better quality of service. The working environment, compensation package and future prospects offered by the organization to the frontline staff would make a significant difference in their motivation levels and consequently the quality of service rendered to the passengers. 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 neighbors 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. Figure 1 provides the location of the state of Karnataka in India. The map of Karnataka with the administrative details is shown in Figure 2. The state is divided into 27 districts and is well connected by Roads, Railways, Airways and Waterways. Motorable roads are 150,000 km in length while rail network is about.

SRS TRAVELS



We have great pleasure in introducing ourselves as among the leading transport service providers in the country with over 4 decades of experience. Way back in 1971 when we started operations, the concept of corporate travel or employee transportation was unheard of and it was SRS Travels who pioneered the movement and since then we have come a long way with over 140 MNC's to our account. We present hereunder some of our strengths.

Broad outline of our operations: We have to our account over 140 clients providing services on 24/7 basis by deploying about 5000 vehicles and spread over 4 different cities. Apart from Bangalore we are present in Chennai, Hyderabad, and Pune with an annual turnover of nearly Rs. 254 Crores. While we command over 50 % of the market in Bangalore, we have also established considerable presence in the other 3 locations and are building up infrastructure to further enhance our market share. The infrastructure at Bangalore consists of a well furnished office of nearly 20000 sq ft area strategically located in the heart of the city at Kalasipalayam which forms the transport hub of Bangalore.

Garage / Workshop / Parking Places:
We have full fledged garages / workshops at several locations to cater to the vast fleet of vehicles being operated for various clients located all across Bangalore including 2 Nos garage / parking facilities at Whitefield. These facilities operating on 24/7 basis, are manned by highly trained and experienced workshop personnel to ensure quality of maintenance. These facilities are further supported by mobile workshops to undertake on the spot repair and maintenance of vehicles in case of breakdowns as to minimise the down time. We also have a captive petrol bunk to feed our large fleet of vehicles round the clock.

Manpower:
We have on the rolls 2500 personnel including drivers duly trained and experienced in their respective areas of operations.

Drivers:
All our drivers are adequately experienced and are also exposed to frequent training programmes to ensure they are up to date and are refreshed in their area of operations. They are thoroughly conversant with Bangalore road network and traffic conditions. Spare drivers, supervisors and other supporting staff are also on the rolls to meet any contingencies all the drivers are trained in the following aspects thoroughly:

- Defensive driving
- New-hire driver skill training
- Driver skill retraining
- Mechanical inputs for emergency repairs
- Training in safety aspects
- Training in Behavioural Aspects / Interaction with Passengers
- Drug and alcohol awareness
- Hazard recognition and safe operation in adverse conditions
- Exposure to latest legislation with regard to traffic rules / safety aspects.

Statutory compliance:
We have full fledged HR Department to ensure full compliance with regard to all statutory requirements pertaining to our operations. We are registered with ESI / PF / PT. We pay service tax / IT as per norms. Our service tax remittance for the year 2010 – 11 was of the order of Rs. 10 Crore.

Financial Strength:
We have a very high rating for creditworthiness. All the major financial institutions such as ICICI Bank, HDFC Bank, Axis Bank, Global Trade Finance ltd., State Bank of Mysore, Kotak Mahendra, Sundram Finance etc, are doing business with us and we are on date with them. We are consistently growing and our latest turnover for the year 2010-11 is Rs.235.00 Crore. We are financially sound enough to invest in any new contracts to any extent for the sake of your business.

BCP Plan:
We have in-built provisions in our system to ensure continuity of business at all times. This includes infrastructure, vehicles, equipment, manpower etc.. to cope up with any contingency. So far we have always supported wholeheartedly with all the risks to facilitate continuity of international businesses and to serve the purpose. We will continue to support in the same manner by running our transport services under any contingency situations.

How we go about our operations:
Attending to the enquires / RFP's:
Enquires are received from clients requiring transport services and they are studied and evaluated by our expert group. The group after proper appraisal will submit the quotations to the client for their study and confirmation. Discussions are held with the client subsequently for any clarification or modification of the proposal and a mutually acceptable framework of contract are arrived at. After the client returns the proposal with their amendments / modifications our expert group goes through the modified proposal and reconfirms the suitability of the scheme forwarded by the client. Subsequently a contract is signed with the client and then the process of implementation is taken up.

Study of Routes:
A group of supervisors will study the routings prepared by the client and will make suggestions.

Business Type	Others
Year Established	1971
Annual Sales	Below US$1 Million (Upto Rs. 4 Crore approx.)

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. A proper training program should be conducted for old employees so that they will be more comfortable with the system. Culture & language should not be considered as a hurdle in the acceptance of e-HRM. Employees should not have negative attitude towards e-HRM. E-HRM provides so many benefits to the employees so employees should not resist it. Every human being resists changes but if this change is successfully and effectively implemented in the organisation then these changes become irresistible.

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. A link was identified between a lack of job satisfaction and a feeling of being burned out at work. The segment of the population that reported both ideas also scored the safety culture lower in other areas. How can employee perception of the WBGT monitor and MGD be improved? Additional training would improve employee perception of the WBGT monitor and MGD. Perception of the MGD would also be improved through the use of a bump-box system to demonstrate to employees that the monitor is correctly sampling the work environment and providing warnings at the proper time.

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. As a result, this current study was conducted to re-explore the same phenomenon while comparing the perceptions between Baby Boomers and Generation X. Additionally, the following variables that could contribute to the perceptions of the two groups were analyzed: a) gender; b) seniority; c) organizational role; d) salary; and e) whether or not upper management also takes a salary reduction.

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 ratees 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. Almost all the participants vented out that they are not allowed to see the result of their ratings. As a result, they do not have a confidence on the appropriateness of the evaluation to make crucial human resource decisions. The lack of clarity of performance evaluation criteria and the subjectivity involved in the evaluation which resulted in role ambiguity and frustration among the employees were identified to be the other problem of performance appraisal in Awash international bank.

A. 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 analysed to show the most commonly perceived organisational politics and the relationships among these dimensions of perceived organisational politics. The results identified seven dimensions of perception of organizational politics which were: General Political Behaviour (GPB), Go Along to get Ahead (GAA), Pay and Promotion Policies(PPP), General Political Behaviour and Go Along to get Ahead (GPB and GAA) General Political Behaviour and Pay and Promotion Policies (GPB and PPP) and all three (GPB, GAA and PPP).

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.

SCOPE OF THE STUDY

This study concentrated on KSRTC and SRS Travels employees in Bangalore and Mysore district. Samples for the study are selected systematically. The population of Workers Cadre (Operation level Employees) in selected KSRTC and SRS is 100 employees. Totally 100 Questionnaires are distributed and collected the required information regarding perception of employees towards the organization.

OBJECTIVE OF THE STUDY:

To compare the employees perception level in organization.

HYPOTHESIS OF THE STUDY:

H_0: There is a significant difference between the perception of employees in KSRTC and SRS

H_a: There is no significant difference between the perception of employees in KSRTC and SRS

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.

Sampling Size and Design

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 and SRS is 100 employees. Totally 100 Questionnaires are distributed and collected the required information regarding perception of employees towards the organization and management.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are Drivers, Conductors, Mechanics, Traffic Controllers (operational level of employees) asked to give their opinion relating to 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. Statistical tools is used in the study is Analysis of Variance (ANOVA).

Limitations of the Study

Even though attempts were made to make the study perfect and objective, it is not free from limitations. Due to resource and time constraint, only Mysore and Bangalore Districts have been selected for detailed investigation. However, maximum care has been taken to ensure the reliability of the information gathered through questionnaire.

DATA ANALYSIS AND INTERPRETATION

KSRTC EMPLOYEES PROFILE

SL NO	PARTICULARS	CLASSIFICATION	FREQUENCY	PERCENTAGE
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
		CONDUCTER	8	16.0
		TRAFIC CONTROLER	10	20.0
		OTHERS (OPERATION LEVEL)	14	28.0

SRS EMPLOYEES PROFILE

SL NO	PARTICULARS	CLASSIFICATION	FREQUENCY	PERCENTAGE
1	ORGANISATION	SRS	50	100.0
2	GENDER	MALE	46	92.0
		FEMALE	4	8.0
3	EDUCATION QUALIFICATION	SSLC	14	28.0
		PUC OR DIPLOMO OR ITI	36	72.0
		GRADUATE	0	0.0
4	AGE	LESS THAN 30	8	16.0
		30 TO 45	34	68.0
		45 TO 60	8	16.0
5	ANNUAL INCOME	LESS THAN 2 LAKH	30	60.0
		2 TO 4 LAKH	18	36.0
		ABOVE 4 LAKH	2	4.0
6	WORK EXPERIENCE	LESS THAN 5 YEARS	10	20.0
		5 TO 10 YEARS	10	20.0
		10 TO 15 YEARS	24	48.0
		ABOVE 15 YEARS	6	12.0
7	DESIGNATION	DRIVER	22	44.0
		CONDUCTER	0	0.0
		TRAFIC CONTROLER	4	8.0
		OTHERS (OPERATION LEVEL)	24	48.0

TABLE NO-2 ANOVA EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND POSITIVE OPINION

PARTICULARS		KSRTC					SRS				
		Sum of Squares	Df	Mean Square	F	Sig.	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	3.713	3	1.238	1.13	0.347
	Within Groups	27.17	46	0.591			50.367	46	1.095		
	Total	28.32	49				54.08	49			
Depot Manager/ Manager takes my appraisals very	Between Groups	9.153	3	3.051	3.25	0.03	6.913	3	2.304	2.247	0.095
Seriously	Within Groups	43.17	46	0.938			47.167	46	1.025		
	Total	52.32	49				54.08	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	3.547	3	1.182	1.027	0.389
	Within Groups	21.33	46	0.464			52.933	46	1.151		
	Total	25.28	49				56.48	49			
My Depot Manager/ Manager takes my career aspiration sincerely	Between Groups	5.847	3	1.949	2.37	0.08	17.047	3	5.682	11.972	0
	Within Groups	37.83	46	0.822			21.833	46	0.475		
	Total	43.68	49				38.88	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	4.513	3	1.504	1.467	0.236
	Within Groups	41.57	46	0.904			47.167	46	1.025		
	Total	44	49				51.68	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of depot Manager/ Manager is good at giving me feedback on my performance (KSRTC (p)=0.59; SRS (p) =0.347), depot Manager/ Manager takes my appraisals very Seriously (SRS (p) =0.095), my organization provides best platform and supports very well to improve my performance (KSRTC (p)=0.05); SRS (p) =0.389), i receive frequent formal and informal feedback from my depot manager/ Manager about my growth (KSRTC (p)=0.45; SRS (p) =0.236) 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 and SRS but the p values of depot Manager/ Manager takes my appraisals very Seriously (KSRTC (p)=0.03), and my Depot Manager/ Manager takes my career aspiration sincerely (SRS (p) =0.00) are less than 0.05 hence it is not significant.

TABLE NO 3
ANOVA
EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND NEGITIVE OPINION

PARTICULARS		KSRTC					SRS				
		Sum of Squares	Df	Mean Square	F	Sig.	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	5.953	3	1.984	1.812	0.158
	Within Groups	31.167	46	0.678			50.367	46	1.095		
	Total	35.52	49				56.32	49			
My organization is not co-operative to improve my performance	Between Groups	7.233	3	2.411	4.478	0.008	3.98	3	1.327	1.507	0.225
	Within Groups	24.767	46	0.538			40.5	46	0.88		
	Total	32	49				44.48	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	3.767	3	1.256	1.594	0.204
	Within Groups	26.667	46	0.58			36.233	46	0.788		
	Total	33.28	49				40	49			
My Depot manager/ Manager fails to identify the best performer	Between Groups	1.013	3	0.338	0.419	0.74	5.333	3	1.778	3.067	0.037
	Within Groups	37.067	46	0.806			26.667	46	0.58		
	Total	38.08	49				32	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	11.147	3	3.716	9.027	0
	Within Groups	42.667	46	0.928			18.933	46	0.412		
	Total	51.52	49				30.08	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of depot Manager/ Manager use appraisals to reward their favourites (KSRTC (p)=0.108; SRS (p) =0.158), my organization is not co-operative to improve my performance (KSRTC (p)=0.008; SRS (p) =0.225), i am not happy about my depot manager/ Manager appraisal of my performance (SRS (p) =0.204), 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 and SRS 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; SRS (p) =0.00) , i am not happy about my depot manager/ Manager appraisal of my performance (KSRTC (p)=0.016), my Depot manager/ Manager fails to identify the best performer (SRS (p) =0.037) are less than 0.05 hence it is not significant.

TABLE NO 4 ANOVA EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND OBJECTIVES AND FEEDBACK

PARTICULARS		KSRTC					SRS				
		Sum of Squares	Df	Mean Square	F	Sig.	Sum of Squares	Df	Mean Square	F	Sig.
The goals that I am to achieve are clear	Between Groups	10.613	3	3.538	4.805	0.005	13.047	3	4.349	4.606	0.007
	Within Groups	33.867	46	0.736			43.433	46	0.944		
	Total	44.48	49				56.48	49			
The most important parts of my job are emphasised in my performance appraisal	Between Groups	2.853	3	0.951	1.12	0.351	17.313	3	5.771	7.067	0.001
	Within Groups	39.067	46	0.849			37.567	46	0.817		
	Total	41.92	49				54.88	49			
The performance appraisal system helps me understand my personal weaknesses	Between Groups	9.547	3	3.182	4.289	0.009	10.967	3	3.656	4.541	0.007
	Within Groups	34.133	46	0.742			37.033	46	0.805		
	Total	43.68	49				48	49			

My Depot Manager/ Manager allows me to help choose the goals that I am to achieve	Between Groups	0.833	3	0.278	0.296	0.828	12.053	3	4.018	6.358	0.001
	Within Groups	43.167	46	0.938			29.067	46	0.632		
	Total	44	49				41.12	49			
The performance appraisal system helps me to understand my job better	Between Groups	11.447	3	3.816	3.26	0.03	8.833	3	2.944	3.852	0.015
	Within Groups	53.833	46	1.17			35.167	46	0.764		
	Total	65.28	49				44	49			
The performance appraisal system gives me a good idea of how I am doing in my job	Between Groups	1.847	3	0.616	0.568	0.639	1.153	3	0.384	0.434	0.73
	Within Groups	49.833	46	1.083			40.767	46	0.886		
	Total	51.68	49				41.92	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of the performance appraisal system gives me a good idea of how I am doing in my job (KSRTC (p)=0.639; SRS (p) =0.73), the most important parts of my job are emphasised in my performance appraisal (KSRTC (p)=0.351), my Depot Manager/ Manager allows me to help choose the goals that I am to achieve (KSRTC (p)=0.828) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC and SRS but the p values of the goals that I am to achieve are clear (KSRTC (p)=0.005; SRS (p) =0.007), the most important parts of my job are emphasised in my performance appraisal (SRS (p) =0.001), The performance appraisal system helps me understand my personal weaknesses (KSRTC (p)=0.009; SRS (p) =0.007), My Depot Manager/ Manager allows me to help choose the goals that I am to achieve (SRS (p) =0.001), The performance appraisal system helps me to understand my job better (KSRTC (p)=0.03; SRS (p) =0.015) are less than 0.05 hence it is not significant.

TABLE NO 5
ANOVA
EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND PERFORMANCE MEASUREMENT

PARTICULARS		KSRTC					SRS				
		Sum of Squares	df	Mean Square	F	Sig.	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	9.313	3	3.104	2.706	0.056
	Within Groups	44.5	46	0.967			52.767	46	1.147		
	Total	55.68	49				62.08	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	5.847	3	1.949	1.956	0.134
	Within Groups	38	46	0.826			45.833	46	0.996		
	Total	58.72	49				51.68	49			
I am aware the standards used to evaluate my performance	Between Groups	3.547	3	1.182	1.411	0.252	11.787	3	3.929	3.918	0.014
	Within Groups	38.533	46	0.838			46.133	46	1.003		
	Total	42.08	49				57.92	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of my performance appraisal for this year represents a fair and accurate picture of my job performance (SRS (p) =0.056), My Depot Manager/ Manager and I agree on what equals good performance in my job (SRS (p) =0.134), I am aware the standards used to evaluate my performance (KSRTC (p)=0.252) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC and SRS 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; SRS (p) =0.056), My Depot Manager/ Manager and I agree on what equals good performance in my job (KSRTC (p)=0.000; SRS (p) =0.134), I am aware the standards used to evaluate my performance (KSRTC (p)=0.252; SRS (p) =0.014) are less than 0.05 hence it is not significant.

TABLE NO 6 ANOVA EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND SATISFACTION

PARTICULARS		KSRTC					SRS				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	Df	Mean Square	F	Sig.
Are you satisfied with existing environment in the organization	Between Groups	16.133	3	5.378	5.168	0.004	4.887	3	1.629	2.115	0.111
	Within Groups	47.867	46	1.041			35.433	46	0.77		
	Total	64	49				40.32	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	0.513	3	0.171	0.379	0.769

Drinking water	Within Groups	14.1	46	0.307			20.767	46	0.451		
	Total	19.52	49				21.28	49			
Refreshment	Between Groups	6.167	3	2.056	3.66	0.019	22.22	3	7.407	13.054	0
	Within Groups	25.833	46	0.562			26.1	46	0.567		
	Total	32	49				48.32	49			
Health care facility	Between Groups	6.913	3	2.304	2.763	0.053	3.147	3	1.049	1.064	0.373
	Within Groups	38.367	46	0.834			45.333	46	0.986		
	Total	45.28	49				48.48	49			
Tow – facility or Crane facility when vehicle trouble on road	Between Groups	4.533	3	1.511	1.761	0.168	4.567	3	1.522	1.476	0.233
	Within Groups	39.467	46	0.858			47.433	46	1.031		
	Total	44	49				52	49			
Residence or quarters facility provide by your organisation	Between Groups	6.32	3	2.107	3.727	0.018	11.653	3	3.884	4.394	0.008
	Within Groups	26	46	0.565			40.667	46	0.884		
	Total	32.32	49				52.32	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	3.02	3	1.007	0.91	0.444
	Within Groups	43.733	46	0.951			50.9	46	1.107		
	Total	53.92	49				53.92	49			
Foot ware facility provide by the organization	Between Groups	11.287	3	3.762	3.776	0.017	2.587	3	0.862	1.176	0.329
	Within Groups	45.833	46	0.996			33.733	46	0.733		
	Total	57.12	49				36.32	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of are you satisfied with existing environment in the organisation (SRS (p) =0.111), Are you satisfied with the facilities provide by your organisation for you and your family Drinking water (SRS (p) =0.769), Health care facility (KSRTC (p)=0.053; SRS (p) =0.373), Tow – facility or Crane facility when vehicle trouble on road (KSRTC (p)=0.168; SRS (p) =0.233), Uniform facility or allowance provide by the company for the purpose of uniform (SRS (p) =0.444), Foot ware facility provide by the organisation (SRS (p) =0.329) p values are more than 0.05 hence the result shows that there is no significant difference between employees perception in KSRTC and SRS 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; SRS (p) =0.000), Residence or quarters facility provide by your organisation (KSRTC (p)=0.018; SRS (p) =0.008) are less than 0.05 hence it is not significant.

TABLE NO 7 ANOVA EXPERIENCE ON EMPOLEES OF KSRTC AND SRS AND RELATIONSHIP

PARTICULARS		KSRTC					SRS				
		Sum of Squares	df	Mean Square	F	Sig.	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	0.187	3	0.062	0.074	0.974
	Within Groups	14.1	46	0.307			38.533	46	0.838		
	Total	14.72	49				38.72	49			
My relationship with colleagues With conductor and Mechanic	Between Groups	1.787	3	0.596	1.417	0.25	2.347	3	0.782	1.687	0.183
	Within Groups	19.333	46	0.42			21.333	46	0.464		
	Total	21.12	49				23.68	49			
My relationship with colleagues With Driver and Mechanic	Between Groups	2.487	3	0.829	1.127	0.348	2.913	3	0.971	1.804	0.16
	Within Groups	33.833	46	0.736			24.767	46	0.538		
	Total	36.32	49				27.68	49			
My relationship with superior and subordinates	Between Groups	5.847	3	1.949	2.185	0.103	13.313	3	4.438	9.83	0
	Within Groups	41.033	46	0.892			20.767	46	0.451		
	Total	46.88	49				34.08	49			

Interpretation: analysis of variance revealed significant difference between employees perception in KSRTC and SRS, as the p values of my relationship with colleagues With Diver and Conductor (KSRTC (p)=0.572; SRS (p) =0.974), My relationship with colleagues With conductor and Mechanic (KSRTC (p)=0.25; SRS (p) =0.183), My relationship with colleagues With Driver and Mechanic (KSRTC (p)=0.348; SRS (p) =0.16), 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 and SRS but the p values of My relationship with superior and subordinates (SRS (p) =0.000) are less than 0.05 hence it is not significant.

SUMMARY OF FINDINGS

In Public as well as private transport, majority of the respondents are male employees, there is a preference for male employees in both the organizations, this organizations qualification of the employees is 10+2 is major role in both the organizations. This organizations age preferable is less than 30 in public transport organization but in private transport organization age preferable is between 30 to 45, both transport organizations employees income level is less than Rs. 2 Lakh, there is no major role of experience in public transport compare to private transport and designation of the respondents are similar both the transport.

In hypothesis testing the result highlights, there is a significant difference in perception of employees in public as well as private transports. In both the organizations, because of environment, management support, working conditions, incentives, perks etc, are different between public and private transport organizations.

CONCLUSION

KSRTC is one of the popular and well organized public road transport corporation in Karnataka State. SRS travels is fast growing, competitive price and quality of service is ensured with reliable performance. As per this study, employees of private road transport organization are happier than public road transport organization. KSRTC employees are unhappy towards level of punishments and management behavior. SRS employees are more happy and comfortable with organization and management. KSRTC employees threatened about the level of punishments like notice, charge sheet, suspension, and job security. SRS employees are more comfortable in the organization but they are only worried about their casual leaves and other holidays. Getting leave permission in SRS is highly difficult. SRS employees are enjoying good remuneration, work environment and management support. Whereas allowances perquisites and fringe benefits are almost same in the both the organizations. KSRTC employees are enjoying labour regulations, casual leaves, increments and other holidays. In this study, hypothesis prove that opinion on experience, feedback, performance measurement, satisfaction and relationship of employees with organization and management is different from both the organizations.

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