

PERFORMANCE APPRAISAL IN NORTH EASTERN KARNATAKA ROAD TRANSPORT CORPORATION: AN EMPIRICAL STUDY

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Abstract:

Appraisal is the evaluation of worth, quality and merit. In the organizational context, performance appraisal is a systematic evaluation of personnel by superiors' peer's etc. familiars with their performance. Performance appraisal is also described as merit rating in which one individual is ranked as better or worse in comparison to others. The basic purpose in this merit rating is to ascertain an employee's eligibility for promotion.

KEYWORDS:

Growth , Agribusiness , globalization and liberalization .

INTRODUCTION

However, performance appraisal is more comprehensive term for such activities because its use extends beyond ascertaining eligibility for promotion. The other activities may be training and development, salary increase, transfer, etc., besides promotion. A formal definition of performance appraisal is as follows: "It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for the purposes of administration including placement, selection for promotion, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally".

THE CONCEPT

Performance appraisal system as an instrument of HRD can play a vital role in NEKRTC. Existing system of appraisal in Road Transport Corporation today's mainly emphasizes on traits it is treated as confidential and only adverse remarks are passed on to the concerned as a result of these the employee is not very sure of what performance is expected of him. An effort has been made in this paper to look at the managerial performance appraisal practice in NEKRTC and to suggest some measures to improve the performance of the employees working in the organization.

Performance appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development". Thus, performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job. It emphasizes on two aspects: systematic and objective.

Performance appraisal system used with an intention of punishing people for controlling people certainly can never lead to development. Performance appraisal system should be designed with the main intention of developing people and must have the following objectives:

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To help each employee to understand more about his /her role
To help each employee to understand his/ her own strength and weakness with regard to his / her role and functioning in the organization
To increase mutuality between each employee and his/ her superiors
To provide an opportunity for the employee for self- reflection
To help in preparing employees for performing higher levels of jobs
To create a healthy HRD climate in the organization

NEED FOR THE STUDY

The NEKRTC is facing several managerial problems. Firstly, due to lack of proper training to the personnel in their field they are not able to perform satisfactorily. Secondly, the increasing interference's from the State Government in the affairs of the corporation. Thirdly, due to lack of financial autonomy to the corporation it has to take prior approval of the state Government, which is time consuming procedure. Fourthly, the NEKRTC is incurring heavy losses, due to unwillingness on the part of State Government to increase the bus fare to cover the increased cost of inputs. Despite the best efforts of the senior level officials and employees, the corporation is derided as a losing public undertaking because of certain exogenous facts beyond its control.

OBJECTIVES OF THE STUDY

The followings are the specific objectives set for the study:

1. To find out the Performance Appraisal Practice In NEKRTC.
2. To examine the Performance Appraisal of Drivers & Conductors in NEKRTC.
3. To analyze the HRD Climate in NEKRTC
4. To suggest viable measures for strengthening the employee performance.

LIMITATIONS OF THE STUDY

Firstly, as there were very few studies on the management of manpower planning of State Road Transport Undertakings in India the researcher made it an opportunity to develop his own mechanics of investigation into this challenging task. Secondly, this being a study intended to discuss manpower management strategies adopted by the NEKRTC to execute various duties and responsibilities at different levels of the organization, it could not cover in detail the management of ownerships, and other related aspects of NEKRTC which seem to have the potential of an independent and separate full-length investigation.

METHODOLOGY

The researcher adopted conventional methods of social science research. The documentary data for the study was collected from the records, documents, annual reports, rules and manuals of NEKRTC Head Office, and the offices of Gulbarga Division. Where administration of questionnaire is not possible the researcher held informal discussions with various functionaries of the Gulbarga regions of NEKRTC. Thus the observations in this study are based on the published data, personal observations and informal discussions with the functionaries.

The secondary data of the study was collected from the popular literature on public enterprises and passenger road transport produced by eminent thinkers as W.A.Robson, H.A.Hanson, V.V.Ramanadham, Laxmi Narain, and J.Satyanarayana. In addition, scholarly papers on public enterprises appearing in such famous Journals as "Indian Journal of Public Administration", "Journal of Road Transport Management" and "Journal of Public Enterprises" were also consulted. Annual reports and year books of the Bureau of Public enterprises, Government of India, and the Institute of Public Enterprises, Gulbarga were also reviewed. The researcher visited the libraries of Gulbarga University, Gulbarga; Institute of Public Enterprises, Gulbarga ; Administrative Staff College of India, Gulbarga ; Central Institute of Road Transport, Pune; and Staff Training College, NEKRTC, Humnabad, Gulbarga for collecting materials.

PERFORMANCE APPRAISAL IN NEKRTC

A development oriented appraisal system can help the organization in assessing the strength of its

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employees in terms of skills, knowledge etc. and identifying the gaps which may be required to filled up in order to face the challenges of competition.

This will not only help the organization in building an effective man power, but also will help individual employee to enhance his capabilities and discover his potential which contributes to the development of organization.

The performance appraisal system should be introduced at all levels with parameters for objective appraisal of performance being laid down carefully for each category of employees and for each component of the jobs they are expected to perform. A careful job analysis, job description and job evaluation and a set of Recruitment rules which, in turn incorporate the outcome of the job analysis, job description and job evaluation should be in position. Similarly, training is to be understood as a dynamic concept, which basically aims at bringing about a change in the attitude towards jobs performed, inculcating a sense of commitment to the job and also help to perform the jobs better, with less effort due to innovations.

Training should be a continuous process and should be made available to every employee. The training should clarify to the trainee the organizational goals to achieve which he is expected to contribute through efficient performance of his duties. Training should also underline that skills and knowledge, which it tries to impart, form the basic component of human capital.

PERFORMANCE APPRAISAL OF DRIVERS:

At present, there, is no formal appraisal of performance of Drivers. Possibly, as Drivers are entitled to Selection Grade after 15 years of service in spite of deficiency and default in performance. The need for formal appraisal of their performance is not felt. However, in the long run, as the cadres of Drivers grow into staggering numbers and new channels for their promotion would have to be thought of, it would be worthwhile to introduce a formal Performance Appraisal Report.

This could be simple and focus on their efficiency in mechanically running the buses and also their blemish less driving habits, for an Objective appraisal. This will eventually help in considering suitable Drivers for elevation to higher levels. This will also help in developing a dependable cadre of Drivers, as the philosophy behind performance appraisal inter-alia is to bring about correction of deficiencies identified and perceptible improvement in their actual working every year. If this is strictly followed, NEKRTC can transform this cadre of basic personnel into a talented, formidable and valuable asset.

PERFORMANCE APPRAISAL OF CONDUCTORS:

There is Performance Appraisal for Conductors since there are promotional avenues for them. The Form presently used needs review and revision to bring out the following features:- The Performance Appraisal Report: The skills (Relationship Management Skills to deal with commuters, other public, Police, RTO, other Government Departments and Agencies) looked for from Conductors will have to be spelt out. An attempt has been made below:-

Behavior/Co-ordination with Driver/Superiors/other NEKRTC staff.
Behavior with commuters/public,
Behavior/Co-ordination with Police/RTO/Other Government Departments/Other Agencies,
Quick issue of tickets and cash, where necessary,
Understanding and writing Way Bills correctly, Column-4 of Performance Appraisal Report: Column-4 dealing with pending default cases, the delinquent person's response to cases against him should find a specific mention in the Annual Appraisal Report.

The Performance Appraisal Report should also have a column, which should indicate the Proficiency of each Officer and staff in computer literacy and operation. NEKRTC has already a plan for sending Officers and staff for training in computer.

NEKRTC has already disbursed advance to 30 Officers and 18 other staff to purchase computers and most of the persons, who availed of the advance, have purchased the computers.

NEKRTC has also sent them for training. It is, therefore, necessary on the part of Officers and Supervisory staff to become excellent users of computers. There is also proposal not to grant the increment if the Officers and Supervisory staff did not acquire the expected proficiency in computer. The Committee fully endorses this approach in the interest of real and futuristic development of personnel. In the context of 100% Computerization envisaged in NEKRTC the present MIS Department should fully utilize the Computer System available in generating useful statements for review and corrective action in respect of performance of each Depot and the Workshop. It will not be difficult to prepare simple statements covering

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critical items in Key Areas of all Departments.

In the long run, as the cadre of Driver-cum-Conductor and Driver-cum- Conductor-cum-Mechanic will grow, channels for their promotion would have to be well laid. It would be worthwhile to introduce a formal Performance Appraisal Report the Performance Appraisal Report should also have a column, which should indicate the proficiency of each Officer and staff in computer literacy and operation.

HRD CLIMATE IN NEKRTC

HRD climate is the “perception of the employees about the characteristics of the HRD systems and its subsystems which can be induced from the way an organization deals with its members for their growth and development of skills, knowledge and attitudes that are needed to perform the present and future job roles”. This will enable employees of NEKRTC to know whether they need to start HRD or they need some more time to start the function later.

The appraisal is systematic when it evaluates all performances in the same manner, utilizing the same approaches so that appraisal of different persons is comparable. Such as appraisal is taken periodically according to plan; it is not left to chance. Thus, both raters and ratees know the system of performance appraisal and its timing. Appraisal has objectivity also. Its essential feature is that it attempts at accurate measurement by trying to eliminate human biases and prejudices. A necessary condition for the effective management performance in any organization is the need to clarify and communicate to all concerned the objectives, which the system is intended to achieve.

Performance appraisal, considered to be the heart of the performance management system, warrants a greater emphasis on their goals and their achievement. Performance Appraisal is the systematic, periodic and impartial evaluation of an individual's excellence in matters pertaining to his job and of his potentialities for a better job.

PERFORMANCE APPRAISAL SYSTEM IN NEKRTC

The present system of appraisal in North Eastern Karnataka Road Transport Corporation, Gulbarga emphasizes mainly on traits like [attribute](#), [personality](#), [emotionless ness](#), [serious-mindedness](#), [earnestness](#), [seriousness](#), [sincerity](#). It is treated as confidential and only the adverse remarks are passed on to the concerned. As a result of these, the employee is not very sure of what performance is expected of him.

The system is designed to:

1. Control employee behaviors:
2. Make decisions regarding salary and promotions.
3. Place of people to do the right jobs and
4. To identify training needs of the employees.

In NEKRTC, performance appraisal is done by the Personnel Department. It is based on performance appraisal of the employee higher.

This system is mostly used when internal recruitment by way of promotion/ departmental test methods are followed for staffing.

SUGGESTIONS

1. The thrust should be on evaluating the performance of the person and not the person per-se.
2. System should attempt to assess the Key Performance Areas (KPA's).
3. The appraisal must be clear about what is expected of him and on what basis he will be evaluated.
4. Emphasis on traits should be less and only those traits, which are required to perform the job, should be taken into consideration.
5. The onus of appraisal should be on the appraisee. The superior's role should be to help the subordinates in relating their self appraisals, their targets and plans for the ensuing period to the realities of the organization.
6. Passengers feedback could be thought of as an input in the system of performance appraisal.

CONCLUSION:

There should be adequate training to the evaluator that will go a long way in answering the quality

of performance appraisal. A performance appraisal is very important too used to influence employees. A formal performance review is important as it give an opportunity to get an overall view of job performance and staff development. It encourages systematic and regular joint stocking and planning for the future. Good performance reviews therefore don't just summaries the past they help to determine future performance of the organization. Performance appraisal has become an important tool in the hands of management to enhance its competitive strength by increasing the employee performance. The employees are benefited in term of growth in knowledge, skills and competencies therefore, it has inevitable in every organization the system of employee appraisal.

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