



LEAVE MANAGEMENT KIOSK- IS A TOOL OF PERFORMANCE APPRAISAL SYSTEM? (WITH SPECIAL REFERENCE TO KSRTC, KARNATAKA)

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ABSTRACT

Driver: Sir I need leave tomorrow,

Depot Manager: No.

OVER ...!!!

Earlier days drivers and conductors use to beg with Depot managers for their 'own leaves', it was under news that sometime employees use to bribe to get leaves, previously there had been allegations by the employees regarding unfair leave practices by Depot Managers, so olden days were crucial for KSRTC employees to get leaves. But days are changed now...!! KSRTC has stepped into improvement in the administration to bring more transparency for the benefit of employees in the issue of 'LEAVE'. KSRTC is the first corporation to introduce this concept in India, KSRTC has introduced 'Leave Management KIOSK' a systematic computerized machine where employee can take his or her leave based on the availability. Hence no conflict, no argument, and no issues regarding leave, but it does not mean that all problems have come to an end regarding leave issues. Of-course, employee can enjoy the benefit of Leave management KIOSK and he can apply leave as and when he wish, which impacts on his performance appraisal. But there are several pros and cons after implementing Leave management KIOSK computerised machine.

This study is purely based on primary data, a set of systematic questionnaire (Bilingual)in English and Kannada language has been distributed to collect opinion from both drivers as well as conductors and also oral opinion is collected from depot managers about Leave Management KIOSK computerised machine and its effects on Performance appraisal.

If employee is satisfied then definitely his performance will be good in the organisation. Leave is the most important factor which directly effects to employees Performance appraisal, because when an employee is in need of leave and if he doesn't get it, then surely he will be disappointed then it will effect on his performance. Hence, Leave management KIOSK plays an important role to employees' performance appraisal.

KEYWORDS: *KSRTC, Leave Management KIOSK, Performance Appraisal.*

EMPLOYEES' PERFORMANCE APPRAISAL

An employee performance appraisal is a process—often combining both written and oral elements—whereby management evaluates and provides

feedback on employee job performance, including steps to improve or redirect activities as needed. Documenting performance provides a basis for pay increases and promotions.

KSRTC (Karnataka State Road Transport Corporation):-



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

In India, investment in road transport is treated as a part of public provision of services whereby, one of the key objectives of this provision has been to meet the social obligations of an affordable, safe and reliable bus service to the people. This research study has collected data on various aspects of the working environment and the compensation along with other service conditions from the frontline employees of both private operators as well as the state-run corporation. Karnataka is one of the major states in India and situated on the western edge of the Deccan plateau. It has for its neighbours Maharashtra and Goa on the north, Andhra Pradesh on the east, Tamil Nadu and Kerala on the south, and on the west it opens out to the Arabian Sea. It has an area of 191,791 sq km. Bangalore, nicknamed as the Silicon Valley of India, is the Capital of this southern state.

1. KSRTC (KARNATAKA STATE ROAD TRANSPORT CORPORATION) with its head quarters at Bangalore.
2. BMTCL (BANGALORE METROPOLITAN TRANSPORT CORPORATION) with its head quarters at Bangalore.
3. NWKRTC (NORT- WEST KARNATAKA ROAD TRANSPORT CORPORATION) with its head quarters at Hubli.
4. NEKRTC (NORT - EAST KARNATAKA ROAD TRANSPORT CORPORATION) with its head quarters at Gulbarga. The amended Road Transport Corporation Act 1982 provides for the management of the corporation by the Board of Directors.

Leave management KIOSK in KSRTC:-

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.



KSRTC's 'Leave Management KIOSK' inaugurated by Transport Minister Ramalinga Reddy

Leave management KIOSK is a self operated computerized system by employees in KSRTC regarding their different types of leaves. At present 3 types of leaves are permitted to apply leave in this KIOSK namely, Casual Leave, Earned Leave and Committed Leave (Committed Leave is formerly known as half pay leave). Leave starts from 1st January and ends with 31st December of every year. Employees is eligible to get 15CL, 1EL for 11 days work (in the period of probationary 1EL for 22days work) and 20 committed leave per year from the date of probationary declaration. Maximum, continuously 6days employees are eligible to get the casual leave, again after 30 days he/she is eligible to apply casual leave. Total 10% of the employees are eligible to get the leave permission through this KIOSK. Out of it KIOSK provides 8 % on a regular basis and 2% on emergency time approved by depot manager or assistant traffic superintendent (ATS). KSRTC has implemented this KIOSK in all 15 divisions of 78 depots.

Bringing in more transparency to their services, the KSRTC inaugurated its 'leave management KIOSK' On 15th February 2015 in Mysore. The machine, which automatically allows sanctioning of leave, has touch screen and voice assistance in English and Kannada. The employee can view his leave balance, leave status, leave history, and apply/cancel leave among other options. The leave approval is communicated to the employee through receipt and SMS.

Features of Leave Management

KIOSK:-

- ☆ Employee can apply or cancel his/her leaves 24 hours before only.
- ☆ Maximum within 30days he/she can apply their leave.
- ☆ Multiple leave, different category of leave and different dates of leave can be applied at a time.
- ☆ Employee ID(PF No.) and Biometric (Thumb impression) is mandatory for operating leave management KIOSK.
- ☆ To take leave, 22 previous days he/she should have worked without absent.

IMPORTANCE OF THE STUDY

KSRTC has stepped into improvement in the administration to bring more transparency for the benefit of employees in the issue of 'LEAVE'. **KSRTC is the first corporation to introduce this concept in India**, KSRTC has introduced 'Leave Management KIOSK' a systematic computerized machine where employee can take his or her leave based on the availability. It is

completely innovative and new method implemented in KSRTC for the welfare of employees.

STATEMENT OF THE PROBLEM

Earlier days there had been allegations by the employees regarding unfair leave practices by Depot Managers, so those days were crucial for KSRTC employees to get leaves. Because of that problem KSRTC decided to overcome through the solution of leave management KIOSK.

OBJECTIVE OF THE STUDY

- To analyze the Leave Management KIOSK- is a tool of Performance Appraisal System? For employees In KSRTC, Mysore Districts.

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 by using well formulated questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The respondents are population of drivers and conductors are selected in KSRTC. Totally 100 Questionnaires were distributed, out of it 50 questionnaires each for drivers and conductors and 92 respondents returned filled questionnaires, for the information regarding the Leave management KIOSK.

Scaling Technique in the Questionnaire:-

The questionnaire used Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of KSRTC 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 used in the study is frequency and percentage analysis.

DATA ANALYSIS AND INTERPRETATION

**Table No- 1
Personal Information**

SL NO	PARTICULARS	CLASSIFICATION	F	%
1	GENDER	MALE	62	67.4
		FEMALE	30	32.6
2	AGE	25-30	19	20.7
		31-35	29	31.5
		36-40	9	9.8
		41-45	27	29.3
		46-50	8	8.7
3	MARITAL STATUS	MARRIED	54	58.7
		UNMARRIED	38	41.3
4	NATURE OF THE FAMILY	JOINT FAMILY	65	70.7
		NUCLEAR FAMILY	27	29.3
5	EDUCATIONAL QUALIFICATION	SSLC	36	39.1
		PUC	27	29.3
		GRADUATE	19	20.7
		POST GRADUATE	10	10.9
6	WORK EXPERIENCE	LESSTHAN 5 YEARS	19	20.7
		5-10 YEARS	20	21.7
		10-15 YEARS	18	19.6
		15-20 YEARS	9	9.8
		ABOVE 20 YEARS	26	28.3
7	ANNUAL INCOME	LESSTHAN 200000 RS	19	20.7
		200001-300000 RS	20	21.7
		300001-400000	18	19.6
		400001-500000	35	38.0
8	DESIGNATION (OPERATIONAL LEVEL)	DRIVER	45	48.9
		CONDUCTER	47	51.1
9	JOB CATEGORY	PERMANENET	73	79.3
		PROBATIONARY	19	20.7

Source: Primary Data, F: Frequency

Interpretation: In this study total 92 respondents are given their opinion. Out of it, 67.4% were male respondents and 32.6 % were female. Out of 92 respondents 20.7 are 25 to 30 years, 31.5 are 31 to 35 years, 9.8 are 36 to 40 years, 29.3 are 41 to 45 years and 8.7 are 46 to 50 years of aged respondents. Out of 92 respondents 58.7 are married and 41.3 are unmarried. Out of 92 respondents 70.7 are joint family and 29.3 are nuclear family. Out of 92 respondents 39.1 are having SSLC, 29.3 are having PUC, 20.7 are having degree and 10.9 are having post graduate degree. Out of 92

respondents 20.7 are having less than 5 years experience, 21.7 are having 5 to 10 years experience, 19.6 are having 10 to 15 years experience, 9.8 are having 15 to 20 years experience and 28.3 are having above 20 years experience. Out of 92 respondents 20.7 are having less than 200000 income, 21.7 are having 200001 to 300000 income, 19.6 are having 300001 to 400000 income and 38 are having 400001 to 500000 income. Out of 92 respondents 48.9 are drivers and 51.1 are conductors. Out of 92 respondents 79.3 are permanent employees and 20.7 are probationary employees.



SL NO	Statements	SA	A	N	DA	SDA	
1	I am aware and well trained to operate leave management system KIOSK.	F	17	56	-	19	-
		%	18.5	60.9	-	20.7	-
2	I am happy regarding leave issues after implementation of leave management system KIOSK.	F	8	38	10	36	-
		%	8.7	41.3	10.9	39.1	-
3	I can apply my leave without time bound (24/7) and well in advance.	F	27	46	-	19	-
		%	29.3	50.0	-	20.7	-
4	Leave management system KIOSK is transparent regarding availability of my all categories of leaves.	F	8	75	9	-	-
		%	8.7	81.5	9.8	-	-
5	I can apply multiple leaves at a time and i get approved conformation through SMS and printed document.	F	44	48	-	-	-
		%	47.8	52.2	-	-	-
6	Leave management KIOSK helps to improve my performance appraisal.	F	44	48	-	-	-
		%	47.8	52.2	-	-	-

Source: Primary Data.

SA: Strongly Agree, A: Agree, N: Neutral, DA: Dis-Agree, SDA: Strongly Dis-Agree .

Interpretation: In the above table shows that, 18.5% are strongly agree, 60.9% are agree and 20.7% are disagree about "I am aware and well trained to operate leave management system KIOSK". 8.7% are strongly agree, 41.3 are agree, 10.9 are neutral and 39.1 are disagree about "I am happy regarding leave issues after implementation of leave management system KIOSK". 29.3 are strongly agree, 50 are agree and 20.7 are disagree about "I can apply my leave without time bound (24/7)

and well in advance". 8.7 are strongly agree, 81.5 are agree and 9.8 are neutral about "Leave management system KIOSK is transparent regarding availability of my all categories of leaves". 47.8 strongly agree and 52.2 are agree about "I can apply multiple leaves at a time and i get approved conformation through SMS and printed document" and 47.8 strongly agree and 52.2 are agree about "Leave management KIOSK helps to improve my performance appraisal".

SL NO	Statements	SDA	DA	N	A	SA	
1	I feel difficulty to gain information about leave management system KIOSK and it is difficult to operate.	F	9	18	37	28	-
		%	9.8	19.6	40.2	30.4	-
2	Many time i found leave management system KIOSK not in working condition, due to power cut, internet problem etc.,	F	-	-	-	18	74
		%	-	-	-	19.6	80.4
3	Availability of leave for cut-off percentage is too low, hence some time essential employee will not get leave.	F	-	-	-	84	8
		%	-	-	-	91.3	8.7
4	I face difficulty to apply leave in leave management system KIOSK on emergency time.	F	8	47	10	17	10
		%	8.7	51.1	10.9	18.5	10.9
5	I cannot convert my leave once I applied in leave management system KIOSK.	F	-	-	-	28	64
		%	-	-	-	30.4	69.6
6	Leave management KIOSK is not a supportive tool for my performance appraisal.	F	-	-	-	28	64
		%	-	-	-	30.4	69.6

Source: Primary Data.

SDA: Strongly Dis-Agree, DA: Dis-Agree, N: Neutral, A: Agree, SA: Strongly Agree.

Interpretation: In the above table shows that, 9.8 % are strongly disagree, 19.6 are disagree, 40.2 are neutral and 30.4% are agree about "I feel difficulty to gain information about leave management system KIOSK and it is difficult to operate". 19.6% are agree and 80.4 are strongly agree about "Many time i found leave management system KIOSK not in working condition, due to power cut, internet problem etc.," 91.3 are agree and 8.7 are strongly agree about "Availability of leave for cut-off percentage is too low, hence some time essential

employee will not get leave". 8.7 are strongly disagree, 51.1 are disagree, 10.9 are neutral, 18.5 are agree and 10.9 are strongly agree about "I face difficulty to apply leave in leave management system KIOSK on emergency time". 30.4 agree and 69.6 are strongly agree about "I cannot convert my leave once I applied in leave management system KIOSK" and 30.4 agree and 69.6 are strongly agree about "Leave management KIOSK is not a supportive tool for my performance appraisal".

FINDING OF THE STUDY

- ✘ This study covers 92 respondents in KSRTC of Mysore districts.
- ✘ 9.8 % are strongly disagree, 19.6% are disagree, 40.2% are neutral and 30.4% are agree about “I feel difficulty to gain information about leave management system KIOSK and it is difficult to operate”.
- ✘ 19.6% are agree and 80.4% are strongly agree about “Many time i found leave management system KIOSK not in working condition, due to power cut, internet problem etc.”
- ✘ 91.3% are agree and 8.7% are strongly agree about “Availability of leave for cut-off percentage is too low, hence some time essential employee will not get leave”.
- ✘ 8.7% are strongly disagree, 51.1% are disagree, 10.9% are neutral, 18.5% are agree and 10.9% are strongly agree about “I face difficulty to apply leave in leave management system KIOSK on emergency time”.
- ✘ 30.4% agree and 69.6% are strongly agree about “I cannot convert my leave once I applied in leave management system KIOSK”
- ✘ 47.8% strongly agree and 52.2% are agree about “Leave management KIOSK helps to improve my performance appraisal”.
- ✘ 18.5 % are strongly agree, 60.9% are agree and 20.7% are disagree about I am aware and well trained to operate leave management system KIOSK”.
- ✘ 8.7% are strongly agree, 41.3% are agree, 10.9% are neutral and 39.1% are disagree about “I am happy regarding leave issues after implementation of leave management system KIOSK”.
- ✘ 29.3% are strongly agree, 50% are agree and 20.7% are disagree about “I can apply my leave without time bound (24/7) and well in advance”.
- ✘ 8.7% are strongly agree, 81.5% are agree and 9.8% are neutral about “Leave management system KIOSK is transparent regarding availability of my all categories of leaves”.
- ✘ 47.8% strongly agree and 52.2% are agree about “I can apply multiple leaves at a time and i get approved conformation through SMS and printed document”.
- ✘ 30.4% agree and 69.6% are strongly agree about “Leave management KIOSK is not a supportive tool for my performance appraisal”.

SUGGESTIONS

After implementing Leave management KIOSK, majority of the employees are happy but it is the opinion of Depot Manager and other employees that, this facility should extend to all employees in the depot. If system doesn't work due to technological or any other problem, system engineer should come from central office Bangalore. Till that time again depot should follow old method i.e., manual leave process. Hence there is a requirement of system engineer at-least each division.

CONCLUSION

KSRTC is always employee oriented and it is providing the best facilities to employees like quarters, medical benefit, canteen, family pass etc., to make employees happier. But in recent scenario KSRTC had severe problem regarding employees leave and received huge number of complaints about leave issues. Hence, KSRTC decided to overcome from this leave issues. So KSRTC took initiatives through LMK to solve employees problems regarding leave. Leave Management KIOSK is an another important step taken by KSRTC to solve all types of leave problems, because KSRTC has understood very well performance of employees depends on their satisfaction. Therefore, Leave management KIOSK plays an important role to employees' performance appraisal and can avoid many allegations.

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