International Journal for Novel Research in Economics , Finance and Management
www.ijnrefm.com
ISSN:3048-7722
Volume 4, Issue 4, July-Aug-2026, PP: 01-4

Human Resource Planning in the Kalyana Karnataka Road Transport Corporation (KKRTC)

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***Abstract* – This paper investigates how Human Resource Planning (HRP) functions within the Kalyana Karnataka Road Transport Corporation (KKRTC). Sound workforce planning is essential for driving institutional efficiency and employee development. By examining feedback from staff across the Kalaburagi zone, this research highlights current practices, pinpoints structural hurdles, and offers recommendations to enhance administrative effectiveness. Ultimately, the study illustrates that without systematic planning, workforce forecasting degenerates into guesswork.**

***Keywords* - Human Resource Planning; Kalyana Karnataka Road Transport Corporation (KKRTC); Human Resource Management; Workforce Planning; Manpower Planning; Employee Recruitment; Employee Selection; Staffing; Training and Development; Employee Retention; Workforce Utilization; Succession Planning; Performance Management**

I. INTRODUCTION

Management inherently involves achieving goals through people, making workforce planning an indispensable component of organizational strategy. Effective HRP provides a structured baseline for forecasting, recruiting, and retaining personnel. Neglecting this function introduces hidden operational costs, such as prolonged vacancies that damage service efficiency while departments spend valuable time training replacements.

Furthermore, a lack of cohesive planning can cause administrative friction—such as laying off employees in one unit while recruiting for identical roles elsewhere, creating a cycle of redundant hiring and subsequent layoffs. Without clear career mapping, ambitious and skilled staff often look elsewhere for professional growth.

II. HUMAN RESOURCE PLANNING (HRP) OVERVIEW

Achieving enterprise goals requires balancing financial capital, physical assets, and human resources. Leadership teams frequently falter by treating their workforce as an afterthought. Recognizing its vital importance, executive surveys consistently rank HRP among top-tier management priorities.

HRP ensures that an enterprise deploys the right number of qualified individuals to appropriate locations at the right time. By aligning staffing supply with operational demands, organizations minimize guesswork and navigate operational transitions smoothly.

III. METHODOLOGY AND DATA ANALYSIS

This research applies social science methodologies to evaluate workforce dynamics within the corporation.

- Research Design: Documentary data was gathered from official records, annual reports, rulebooks, and manuals originating from the KKRTC head office and the Kalaburagi zone. Informal interviews supplemented data collection where questionnaires were impractical.
- Primary Data: Gathered through structured questionnaires distributed to executives and non-executives.
- Secondary Data: Extracted from internal corporate records, administrative manuals, and published annual reports.
- Sampling Design: A random convenience sampling method was utilized to ensure a representative cross-section of the workforce. The sample covers non-executive personnel (drivers, conductors, mechanics, helpers, cleaners, and technicians) alongside executive designations (Depot Managers, Assistant Managers for Traffic and Personnel, Traffic Superintendents, Traffic Inspectors, and Deputy Managers) across Kalaburagi, Yadgir, Raichur, Ballari, and Bidar divisions.

Collected quantitative data was processed using simple percentages, weighted averages, and chi-square tests to examine independence among employee opinions.

IV. DATA INTERPRETATION AND FIELD INSIGHTS

Table 1 maps out the operational deployment of non-executive staff across the five regional divisions. Drivers and conductors form the core operational group,

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numbering 90 and 71 respectively, reflecting heavy passenger demand. Technical support is provided by mechanics, helpers, cleaners, and technicians to maintain fleet readiness. Regionally, Kalaburagi and Bidar host the highest non-executive totals (100 and 86 respectively). Across the executive tier, Ballari accounts for the highest concentration with 42 members out of the regional total of 118.

Table 1: Region-wise Distribution of Non-Executive Employees in the Kalaburagi Zone

Category of Employees	Kalaburagi	Yadgir	Raichur	Ballari	Bidar	Total
Drivers	22	15	15	23	15	90
Conductors	17	16	12	12	14	71
Mechanics	18	14	12	7	11	62
Helpers	14	7	10	6	13	50
Cleaners	18	10	12	10	18	68
Note: Executive distribution for the region shows: Kalaburagi 5, Yadgir 24, Raichur 26, Ballari 42, Bidar 21, Total 118.						

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Table 2: Employee Perceptions on Salary Fixation

Category of Employees	Govt. Procedure	Corporation Policy	Divisional Level	No Response	Total	Wt. Average
Executives	24 (20.34%)	90 (76.27%)	0 (0.00%)	4 (3.39%)	118 (100.00%)	2.46
Non-Executives	40 (10.00%)	318 (79.50%)	30 (7.50%)	12 (3.00%)	400 (100.00%)	2.49
Total	64 (12.36%)	408 (78.76%)	30 (5.79%)	16 (3.09%)	518 (100.00%)	2.1351

A strong consensus emerges from Table 2, with 78.76% of total respondents indicating that compensation packages are determined by internal corporate policy. While a small group acknowledges state government procedures (12.36%), localized divisional determination is minimal, demonstrating that pay structures are centralized.

Table 3: Presence of Dedicated Human Resource Planning Units

Category of Employees	Yes	No	No Response	Total
Executives	60 (30.61%)	40 (16.39%)	18 (23.08%)	118 (22.78%)
Non-executives	136 (69.39%)	204 (83.61%)	60 (76.92%)	400 (77.22%)
Total	196 (100.00%)	244 (100.00%)	78 (100.00%)	518 (100.00%)

Table 3 highlights a division in staff awareness regarding dedicated planning units. While 196 participants confirmed their existence, 244 reported that no such specialized units operate, pointing toward a need for improved internal communication regarding administrative structures.

Table 4: Levels at Which HRP is Conducted

Category of Employees	Headquarters	Zone	Divisional	Depot	Total	Wt. Average
Executives	72(61.02%)	4 (3.39%)	18 (15.25%)	24 (20.34%)	118 (100.%)	0.6720
Non-Executives	148 (37.%)	116 (29.%)	72 (18.%)	64 (16.%)	400 (100.%)	0.6472
Total	220 (42.47%)	120 (23.17%)	90 (17.37%)	88 (16.99%)	518 (100.00%)	1.0174

Table 4 indicates that corporate headquarters is viewed as the primary focal point for workforce planning (42.47%), though significant portions of the workforce recognize zonal, divisional, and grassroots depot-level involvement.

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Table 5: Primary Objectives for Attending Training Programs

Objectives	Executives	Non-Executives	Total
1) To improve professional performance	42 (15.00%)	238 (85.00%)	280 (100.00%)
2) Updating Knowledge	32 (32.00%)	68 (68.00%)	100 (100.00%)
3) Skill Development	18 (34.62%)	34 (65.38%)	52 (100.00%)
4) Interaction with participants	10 (33.33%)	20 (66.67%)	30 (100.00%)
5) To learn latest innovation in field/area	4 (33.33%)	8 (66.67%)	12 (100.00%)
6) To see places	6 (25.00%)	18 (75.00%)	24 (100.00%)
7) No specific objective	6 (30.00%)	14 (70.00%)	20 (100.00%)
Total	118 (22.78%)	400 (77.22%)	518 (100.00%)

As outlined in Table 5, enhancing professional performance is the dominant driver for participating in training initiatives (54.05% overall), followed by knowledge updating and practical skill growth.

Table 6: Performance Appraisal Methods

Items (Methods)	Executives	Non-executives	Total
i. Grouping rating scale	20 (16.94%)	62 (15.5%)	82 (15.83%)
ii. Group rating	16 (13.55%)	52 (13.0%)	68 (13.12%)
iii. Forced choice rating	6 (5.08%)	56 (14.0%)	62 (11.98%)
iv. Merit Rating	30 (25.42%)	86 (21.5%)	106 (22.39%)
v. Management by objectives	24 (20.33%)	82 (20.5%)	106 (20.46%)
vi. Critical Incidence Method	12 (10.16%)	36 (9.0%)	48 (9.26%)
vii. Self-appraisal	10 (8.47%)	26 (6.5%)	36 (6.94%)
Total	118 (100%)	400 (100%)	518 (100%)

Table 6 demonstrates that Merit Rating and Management by Objectives (MBO) serve as the primary evaluation mechanisms utilized within the organization, followed by traditional scale and group ratings.

Table 7: Motivations for Joining KKRTC

Category of Employee	Job Security	Reasonable Salaries	Less Work	Job is not Stressful	Plenty of Promotion Chances	Others	No Response	Total	Wt. Average
Executives	50 (42.37%)	28 (23.73%)	10 (8.47%)	8 (6.78%)	18 (15.25%)	2 (1.69%)	2 (1.69%)	118 (100.%)	1.3305
Non-Executives	204 (51.%)	80 (20.%)	52 (13.%)	38 (9.50%)	22 (5.50%)	0 (0.00%)	4 (1.%)	400 (100.%)	1.3275
Total	254 (49.03%)	108 (20.85%)	62 (11.97%)	46 (8.88%)	40 (7.72%)	2 (0.39%)	6 (1.16%)	518 (100.%)	1.4932

Table 7 reveals that job security is overwhelmingly the principal incentive for employment in the corporation (49.03%), outranking competitive pay and promotion prospects.

Table 8: Preferred Downsizing Alternatives

Category of Employees	Re-training the employees	Re-deployment of Employees	Voluntary Retirement Scheme	Any other	No Response	Total	Wt. Average
Executives	10 (8.47%)	32 (27.12%)	46 (38.98%)	16 (13.56%)	14 (11.86%)	118 (100 %)	2.1271
Non-Executives	54 (13.50%)	156 (39.%)	120 (30.%)	42 (10.50%)	28 (7.00%)	400 (100.00%)	2.0125
Total	64 (12.36%)	188 (36.29%)	166 (32.05%)	58 (11.20%)	42 (8.11%)	518 (100%)	2.0212

Table 8 outlines workforce adjustment preferences, where re-deployment (36.29%) and Voluntary Retirement Schemes (32.05%) emerge as the most widely favored alternatives for addressing staffing surpluses.

Key Findings

- Salary Governance: Over 78% of personnel identify internal corporate guidelines as the primary foundation for pay scales, reflecting controlled institutional compensation policies alongside modest state influence.
- Administrative Clarity: Employee perspectives regarding dedicated HRP units are divided, signaling a need for greater transparency around institutional HR planning structures.
- Planning Focus: Corporate headquarters is widely recognized as the primary hub for administrative workforce forecasting and strategic planning.
- Training Priorities: Upskilling and performance optimization represent the primary drivers behind professional development initiatives across executive and non-executive ranks.

Suggestions

- Computerize HR Information Systems: The corporation should digitize personnel databases to streamline data retrieval and free administrative staff from manual tasks.
- Adopt Strategic Staffing Models: Workforce planning must adapt to contemporary demands, aligning skill inventories directly with modern fleet operations.
- Implement Merit Differentiation: Establishing clear performance-based differentiation will foster accountability and reward high achievement effectively across divisions.

V. CONCLUSION

Public transport organizations were founded to balance commercial viability with vital social obligations, such as reliable regional transit and affordable access for vulnerable populations. However, mounting financial pressures, regulated tariffs, tax burdens, and operational inefficiencies have strained their fiscal health. To ensure long-term stability, KKRTC must separate commercial operations from social burdens, adopt scientific human resource planning, and apply objective appraisal metrics.

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