

A Study On Employees Perception Of Commercial Banks Towards Performance Appriaisal System In Thiruvarur District

Dr.S.SURESH¹

¹Assistant Professor A.V.V.M Sri Pushpam College (Autonomous)
(Affiliated to Bharathidasan University) Poondi, Thanjavur Dt.

K.P.ANANDA PRASAD²

²Research Scholar A.V.V.M. Sri Pushpam College (Autonomous),
(Affiliated to Bharathidasan University) Poondi, Thanjavur Dt.

ABSTRACT

Business companies pay considerable value to human capital because human resources are the primary sources of strategic gain and have the potential to turn all other resources into goods or services. The study of performance Appriaisal is very essential for all organisations and the banking sector is no exception, particularly in the current situation of financial recession. The Present study focuses on the clarification of employees' understanding of the performance Appraisal system in the district of Thiruvarur. Current research papers provide opportunities for scale production of Performance Appraisal elements, balanced scorecard and employee satisfaction & retention and employment participation performance.

Keywords: Performance Appraisal, Finacial Recession, Perception

INTRODUCTION

The performance Appraisal System (PAS) is an important human resource development tool developed and used for the complete development and growth of workers and organizations. PAS is used to determine whether workers at different levels conduct their delegated duties in compliance with the requirements of their superiors & defined criteria. Input created by such performance evaluation systems typically allows management to make such managerial and developmental decision on selection, placement, advancement, training incentives and termination. In addition, the performance evaluation framework provides managers with knowledge that helps classify future employers providing adequate guidance to management decisions. Performance evaluation is a gateway to individuals focusing on their own competencies and on problems relevant to their performance. The performance evaluation process facilitates the development of a resourceful enterprise capable of addressing its challenges and meeting targeted market objectives.

REVIEW OF LITERATURE

Contemporary research illustrates a variety of themes, general models of job success are being created, the area of performance is being extended, research continues to investigate the psychometric features of performance ratings, research is ongoing on perceived bias in ratings, rater preparation is being evaluated, and research continues on attempt to connect. Research reports show that research is advancing in conventional subject fields as well as in testing new territory. Researchers understand that work success requires more than just the completion of individual tasks and that it includes a broader variety of critical operation practice. There is also increased excitement for the use of supervisory ratings and appreciation that such subjective measurement methods should not inherently transform into error or bias.

A.Shrivastava and P.Purang (2011) studied the variations between public and personal sectors bank with relation to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Perception of fairness of the performance appraisal system has been studied through 9 factors. The study used freelance sample t-test and

chemical analysis to check the mean variations between 2 banks. Results indicated that non-public sector banks staff understand kitchen utensil fairness and satisfaction with their performance appraisal system as compared to public sector bank staff.

Ekta Bhatia (2010) the performance appraisal or review is basically a chance for the individual and people involved with their performance within the bank, most commonly their line manager-to get along to interact during a dialogue concerning the individual's performance, development and therefore the support needed from the manager. It ought to be a high down method or a chance for one person to raise queries and therefore the different to reply. It ought to be a free flowing oral communication during which a spread of reviews area unit changed.

Saraswathi (2010) assessed the extent of biological process climate prevailing in producing and software system organizations in India. He found that 3 variable: General Climate, HRD Mechanisms and OCTAPAC culture area unit higher in software system organizations compared to producing. The findings additionally indicate important distinction within the biological process climate prevailing in software system and producing organizations.

OBJECTIVES OF THE STUDY

- To study the performance appraisal of commercial banks in Thiruvaur District.
- To know the perception of the employees about performance appraisal system in Commercial banks.

RESEARCH METHODOLOGY

The present study is focusing on Employees perception towards performance appraisal of commercial banks in Tiruvarur District. The present study is based on primary data collected from the 100 employees of commercial banks. The questionnaire was used to collecting the data. The collected data is edited, classified and analysed by using hypothesis.

ANALYSIS OF DATA**Table 1 DEMOGRAPHIC PROFILE OF DATA**

Demographic Characteristics	Category	No. of Respondents	Percentage
Age	Less than 30	11	11
	30-40	47	47
	40-50	15	15
	Above 45	27	27
Gender	Male	62	62
	Female	38	38
Education	Upto Graduation	15	15
	Graduation	16	16
	Masters	66	66
	Others	3	3
Total experience	Less than 2 years	33	33
	2-5 years	45	45
	6-10 years	22	22
Levels of Management	Lower	45	45
	Middle	45	45
	Upper	10	10

Source: Primary Data

The Demographic profiles of the respondents are given in Table 1. Out of 100 respondents, 62 percent of the respondents were male and the remaining 38 were female. 47 percent of the respondents are under the age group of 30-40years and 66 percent of the respondents have done their post graduation which is followed by Graduation, 33 percent of the respondents were have experience of above 10 years where the remaining 67 percent of the respondents comes under 10 years experience. 45 percent of the employees are included in middle and lower level while remaining 10 percent of the employees come under upper level.

Table No.2 Preference of appraisal classified on the basis of work experience

Work experience	Response			Total
	Trait base	Performance Base	Both	
Less than 2 years	10	18	5	33
2-5 years	16	20	9	45
6-10 years	6	6	10	22
Total	32	44	24	100

Source: Primary Data

Above table shows the frequency of classification of appraisal by the working experience. 32 percent of the respondents are preferring trait base method and 42 percent of the respondents are prefer performance base method of Appraisal. 10 respondents are support trait based with less than 2 years experience and 16 percent of the respondents supporting Trait base method. Out of 44 respondents of performance based system, 20 percent of respondents are having 2-5 years experience and only 6 percent of respondents have 6-10 years of experience.

To test the relationship between the working experience and performance appraisal method, the following hypothesis has been framed.

H₀: There is no relationship between the working experience and performance appraisal method

H₁: There is relationship between the working experience and performance appraisal method.

Test	Calculated value	df	Table value
Chi-Square	8.19	4	9.49

This table shows the result of the hypothesis test run to determine whether or not to reject the idea that the working experience and the performance appraisal method are independent and they have no relationship. Since the table value is more than the calculated value, so the null hypothesis is accepted at the 95% confidence level. Therefore, the working experience and

performance appraisal methods have no relationship.

Table 3 Basis of evaluation of performance in Commercial banks

S.No.	Basis for evaluation	Respondents*
1	Job knowledge	85
2	Customer Service	68
3	Initiative	25
4	General intelligence	20
5	House Keeping	15
6	Good relation with Superior	10
7	Contribution to business development	70

Source: Primary data (*Multiple Response)

Table 3 shows that most of the respondents stated that job knowledge is basis criterion used for appraisal. On second place is contribution to business development performance. On the third place customer service and good relationship with boss has been ranked last in both the banks.

SUGGESTIONS AND CONCLUSION

The commercialization of banks leads to a decline in competition, which further paves the way for changes in the management of human resources. With an increase in the importance of Employees' contribution to the overall growth of commercial banks, the thrust of individual performance management has increased. The performance Appraisal method, being a people-centered approach to the process, is dragging the attention of many companies. As it reflects on the pursuit of corporate priorities by individuals and teams, it can primarily be used as a mechanism for employee motivation. Unlike the other sectors, public and private sector banks have a personalized performance monitoring framework. The true elegance of the method lies in its correct execution. Therefore, as an initial move to bridge the gap between the formulation and execution of the performance appraisal framework, banks need to increase employee awareness of its importance for organisational and individual achievement. Banks also had to emphasise the increased participation of personnel in the formulation of a creative plan for the efficiency of

Performance appraisal system that would help support the efficiency of the company. In addition, in order to improve the result of the Performance Appraisal System, policy makers need to come up with an appropriate approach.

References

1. Jayalaxmi Samal,2017, A Study on perception of Employees of selected commercial Banks towards Performance Management System, Journal of Business Management, PP 05-14.
2. Shagufta Showkat,2013, Performance Appraisal in Banking Company, Vol. – IV, Journal of Arts, Science & Commerce, PP 66-78
3. A.S.Kholi and T.Dev, Performance Management (OUP India, New Delhi,2008)
4. Ernest Dale, Management Theory Practice, McGraw Hill Book Company, New York, 1965.
5. Edwin B. Flippo, Principles of Personal Management, McGraw Hill Kogakusha Ltd, 1969.