

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

[Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#), [EBSCO Publishing, U.S.A.](#), [Cabell's Directories of Publishing Opportunities, U.S.A.](#), [Google Scholar](#),

[Indian Citation Index \(ICI\)](#), [J-Gate, India](#) [link of the same is duly available at [Infibnet of University Grants Commission \(U.G.C.\)](#)],

[Index Copernicus Publishers Panel, Poland](#) with [IC Value of 5.09 \(2012\)](#) & [number of libraries all around the world](#).

[Circulated all over the world & Google has verified that scholars of more than 6155 Cities in 195 countries/territories are visiting our journal on regular basis.](#)

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY ON EMPLOYEE PERFORMANCE METRICS TOWARDS HDFC BANK <i>Dr. K. RAJINI & M. PANIMALAR</i>	1
2.	GREEN HRM INITIATIVE: A CASE STUDY OF SELECTED PUBLIC SECTOR ENTERPRISE OF BARODA <i>KOMAL UPADHYAY & Dr. UMESH R. DANGARWALA</i>	5
3.	THE IMPACT OF DEMONETIZATION ON HOTEL INDUSTRY – A CASE STUDY ON SMALL HOTELS OF DHARWAD CITY <i>ZAMEER A. BIJAPUR & SHRIKANT RAGIKALLAPUR</i>	10
4.	A REVIEW OF PROBLEMS AND CHALLENGES OF COOPERATIVE SOCIETIES <i>ABHISHEK DEWANGAN & Dr. ANOOP DIXIT</i>	15
5.	MOTHERS' PERCEPTION TOWARDS CHILDREN FOOD BEHAVIOUR WITH SPECIAL REFERENCE TO ERODE DISTRICT <i>Dr. N. BOOMATHI & K. SINDHUJA</i>	18
6.	THE INFLUENCE OF COMPANY REPUTATION AND COMPETITIVE STRATEGY ON THE RURAL BANK PERFORMANCE IN WEST JAVA AND BANTEN <i>Dr. AV RAHAJENG WIDYARSIH, THEODORUS SUDIBYO & YOHANES FERRY CAHAYA</i>	22
	REQUEST FOR FEEDBACK & DISCLAIMER	28

CHIEF PATRON**Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. NAWAB ALI KHAN**

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

CO-EDITOR**Dr. G. BRINDHA**

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

EDITORIAL ADVISORY BOARD**Dr. A SAJEEVAN RAO**

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. CHRISTIAN EHIOBUCHÉ

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttarakhand University, Dehradun

Dr. ANIL K. SAINI

Professor, Guru Gobind Singh Indraprastha University, Delhi

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. SYED TABASSUM SULTANA

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELI ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. SHIKHA GUPTA

Associate Professor, Lingaya's Lalita Devi Institute of Management & Sciences, New Delhi

Dr. KIARASH JAHANPOUR

Research Adviser, Farabi Institute of Higher Education, Mehrshahr, Karaj, Alborz Province, Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

Dr. BHAVET

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

FORMER TECHNICAL ADVISOR**AMITA****FINANCIAL ADVISORS****DICKEN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

A STUDY ON EMPLOYEE PERFORMANCE METRICS TOWARDS HDFC BANK

Dr. K. RAJINI
ASSOCIATE PROFESSOR
DEPARTMENT OF BUSINESS MANAGEMENT
SRI VASAVI COLLEGE
ERODE

M. PANIMALAR
Ph. D. RESEARCH SCHOLAR
SRI VASAVI COLLEGE
ERODE

ABSTRACT

The study finds out that employee performance refers to taking care of the wellbeing of workers by employers. The employees are the sources of any organization, so they are valuable and they must be recognized, appreciated and treated differently. Moreover, the needs and requirements of the employees have been increased and they must be satisfied to obtain the maximum benefit out of their services. The industrial environment has been changed drastically from the beginning of the industrial era. In the beginning, the employees were exploited to the extreme. When we come to the modern era the importance of the employees were identified and were given keen importance to the overall development of the employees, as result of the development of organization and the society as a whole. The main argument in favour of employee performance and satisfaction is recognizing the unique place of the workers in the organization and society and doing good for them retaining and motivating them, minimizing social evil, improve the life style of the employees and his primary group as well as his secondary group. The employee performance and satisfaction should extent to the overall life situation of the employees.

KEYWORDS

HDFC bank, employee performance.

JEL CODE

O15

INTRODUCTION

Employee performance metrics are key to tracking how well employees are performing. Executing them the right way is delicate. However, when done right, employee performance metrics benefit both the organization and the employee. We listed the most important ones below and included some practical examples of each metric.

Evaluating employee performance can provide frequent benefits to the organization. A list of example employee performance metrics can help to understand the types of work that you can compute and progress. In addition to allowing you to allocate recompense incentives justifiably, employee performance evaluations can increase operational efficiency and personnel efficiency while identifying high-performing candidates for management positions. Effective employee performance review systems require experimental metrics to accurately measure each employee's performance.

PERFORMANCE METRICS

Having defined how the duties and works will be performed by employees, in a sense it is evaluated as performance standards or performance objectives. Thus, the difference between measured performance and standard performance, which should be required, has been done. Performance standards/purposes/criteria can be quantitative or qualitative as well. Performance standards should possess SMART features. These SMART features are as follows:

S-specific: The aims should be related to the work done, agreed on, definite (concrete) and the workers should know what is expected from them.

M-Measurable: The standards/aims should be objective and "measurable". It should determine how the success of the aim will be measured. If the standards are quantitative then the measurement is easier. However, if they are qualitative then it is necessary to be more careful.

A-Achievable: Standards should be not only challenging but also reachable. Aims should not be very difficult that employees will never succeed and they should not be very easy as well to be able to achieve them. Should be "realizable"

R-Reasonable: The aims (appropriate, reasonable).

T-Time-Bound: Fulfillment of the aims should be "time-limited"

PRODUCTIVITY METRICS

Productivity is a vital part of performance for employees of any business. It refers to the amount of work an employee complete in a specific time frame, such as a single work day. New sign ups generally show less productivity than more experienced workers, gradually increasing the speed of their work over time.

Managers can measure employee productivity using different metrics in different situations. Company can measure productivity based on the number of units individual employees create or work on each day. Sales managers often measure productivity as the number of sales calls an employee makes per day.

TRAINING METRICS

Employee training programs work develop employees' performance in some way. Using experimental metrics to measure employees' success with training programs can shed light into the programs' impact on employee performance as a whole. Training programs that include printed or hands-on tests – for the sole intention of monitoring training effectiveness – can provide readily available performance metrics such as test scores and pass/fail rates.

CONCEPT OF EMPLOYEE PERFORMANCE METRICS

Employee performance metrics may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Employee performance metrics are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by his or her line manager (Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization).

It enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning. Performance appraisals data feeds into organizational annual pay and grading reviews, and coincides with the business planning for the next trading year.

STATEMENT OF THE PROBLEM

To study the Performance Management System of HDFC BANK. The main aspire of undertaking this study is to accomplish the following problems:

- To find out the areas where improvement needed in acuity of HR manager and employees of the organization.
- To study to identify the comparison of HR manger and employees working in the organization regarding the PMS.
- To study whether 14 characteristics are present in PMS of HDFC Bank.
- To check whether "Performance" is providing feedback to employees on improving future performance.
- To understand the role of performance appraisal as one of the key factors for attracting organizational aptitude.
- To understand the difference between Performance Appraisal and Performance Management System.
- To study the limitations usually considered by HDFC BANK while performing PMS.
- To resolve contribution of the PMS as a strategic tool for an organization.

OBJECTIVES OF THE STUDY

1. To study the existing performance appraisal system in the organization.
2. To study the employees performance metrics level in HDFC Bank and to understand whether employees are really satisfied with their jobs.
3. To study the impact of different demographic variables such as education, current position, gender, marital status on performance metrics.
4. To study the employee's attitude towards the factors like work timings, work atmosphere, career development, empowerment, job security etc.
5. To suggest on the basis of study results, ways and means for Improving employee performance metrics in HDFC Bank.

NEED FOR THE STUDY

The need of choosing this study is to understand employees performance metrics in HDFC Bank. Through this study, we will be able to know that:

- What benefits and facilities banking jobs providing to the employees.
- What conditions or requirements based on age, sex, religion, caste and ethnicity employees think should be provided by the job.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The present study has been designed with a view to examine the employee performance metrics of HDFC Bank and to find out the effect of various aspects (pay and benefits, relation with coworkers & supervision, employees empowerment, employees Participation, performance appraisal and training and development, etc).

For this purpose, a survey was undertaken to assess the Employees performance in HDFC branch located in Erode. The researcher personally contacted 200 employees of HDFC Bank in Erode City on the basis of convenience to ascertain their views on performance appraisal. They were appraised about the purpose of the study and request was made to them to fill up the questionnaires with correct and unbiased information. However, in return the researcher got only 200 questionnaires because of some obvious reasons that inundated and also due to the busy working hours of the employees.

SAMPLING PLAN

Geographical area of the study: The data collection for this paper is restricted to the Erode City. Field survey was done for couple of weeks. Making Probability sampling the base, Simple random sampling was done to ensure maximum coverage of HDFC Bank employees.

SAMPLE SIZE

A sample of about 200 respondents (employees) were taken out working in various HDFC branches in Erode City after considering time and cost.

SOURCES OF DATA

All the data required for the purpose of the study has been collected through primary as well as secondary sources.

STATISTICAL TOOLS

The Data collected has been analyzed with the help of Simple Percentage Analysis, Chi-Square and is presented in the form of tabular columns and graphs for having better pictorial representation.

REVIEW OF LITERATURE

Sonnentag et al. (2008)¹ substantiates that performance is a active construct and that performance change within individuals and changes over time. So, the managers in the organization need to apply periodical performance measurements or performance appraisal. There are lots of methods which can be used to charge the individual work performance but "there is no final criterion or even one best way". Some of them is rating, samples, simulations, proxies and technology-enhanced assessment. The existence of several measurement methods indicates the importance of capturing the level and kind of employee performance.

Kappagoda (2012)² studied employee performance and its impact on task and contextual performance in the banking sector. He concluded that the job satisfaction and the task performance of the bank staff have a great impact on customer satisfaction and "ultimately they affect to achieve sustainable superior performance". He concluded that because employee are the ones who interact with the customers in day to day basis and curry out the whole operations, their performance surely will maintain customer satisfaction.

Robbins et al. (2013)³ listed three major types of behavior that comprise performance at work. The first one is task performance, which is "performing the duties and responsibilities that supply to the production of a good or service or to administrative tasks". The second type is citizenship, which is the "actions that contribute to the emotional environment of the organization, such as helping others when not required, supporting organizational objectives, and treating co-workers with respect". While counter-productivity - as negative behaviors - are the "actions that actively damage the organization. These behaviors include theft, damaging company property, and behaving violently toward co-workers.

FINDINGS

- From the analysis, table 1 clear that majority (41%) of the respondents belongs to the age group between 26-35 years.
- From the analysis, table 2 clear that majority (79.5%) of the respondents are married.
- From the analysis, table 3 clear that majority (48%) of the respondents are experienced below 3 – 7 years.
- From the analysis, table 4 clear that 48% of the respondents are diploma / degree holders.
- From the analysis, table 5 clear that 40% of employees claim that welfare practices are followed to motivate them and encourage them to perform efficiently and feel a sense of belonging.

¹ Sonnentag, S., Volmer, J., & Spsychala, A. (2008). Job Performance. (B. Julian, Ed.) SAGE, 1, 427-447. Retrieved 10 14, 2016.

² Kappagoda, S. (2012). Job Satisfaction and Its Impact on Task and Contextual Performance in the Banking Sector in Sri Lanka. 1st International Conference on Management and Economics 2012. Sahiwal: COMSATS Institute of Information Technology. Retrieved 10 14, 2016.

³ Robbins, S., & Judge, T. (2013). Organizational behavior (15th ed.).

CHI-SQUARE ANALYSIS

- There is no significant relationship between age groups and their level of satisfaction.
- There is no significant relationship between sex and level of satisfaction of the respondents.
- There is no significant relationship between qualification and the level of satisfaction of the respondents.
- There is no significant relationship between experience and their level of satisfaction.

RECOMMENDATIONS

After analyzing the findings, the researcher offers the following suggestion for improvement in order to achieve still better performance.

- Monetary rewards can be set for outstanding performance and hence the employees can be motivated in their work.
- The perks and Remuneration provided by the organization are not at satisfactory level to executing.
- More awareness about the career counseling should be created.
- The work environment in the organization is good and the company can maintain it at the same level in future.

CONCLUSION

Employee performance refers to taking care of the wellbeing of workers by employers. The employees are the sources of any organization, so they are valuable and they must be recognized, appreciated and treated differently. Moreover, the needs and requirements of the employees have been increased and they must be satisfied to obtain the maximum benefit out of their services.

The industrial environment has been changed drastically from the beginning of the industrial era. In the beginning, the employees were exploited to the extreme. When we come to the modern era the importance of the employees were identified and were given keen importance to the overall development of the employees, as result of the development of organization and the society as a whole. The main argument in favour of employee performance and satisfaction is recognizing the unique place of the workers in the organization and society and doing good for them retaining and motivating them, minimizing social evil, improve the life style of the employees and his primary group as well as his secondary group. The employee performance and satisfaction should extent to the overall life situation of the employees.

REFERENCES

1. Sonnentag, S., Volmer, J., & Spychala, A. (2008). Job Performance. (B. Julian, Ed.) SAGE, 1, 427-447. Retrieved 10 14, 2016.
2. Kappagoda, S. (2012). Job Satisfaction and Its Impact on Task and Contextual Performance in the Banking Sector in Sri Lanka. 1st International Conference on Management and Economics 2012. Sahiwal: COMSATS Institute of Information Technology. Retrieved 10 14, 2016.
3. Robbins, S., & Judge, T. (2013). Organizational behavior (15th ed.). C. R. Kothari, "Research Methodology Methods & Techniques", Wishwa Prakashan, Second Edition.
4. Dr. K. Ashwathappa, "Human Resource Management" Himalaya Publication House.
5. Edwin. B. Flippo – "Personnel Management & Human Relationship".
6. John W. Best, James V. Kahn, "Research in Education".
7. Stephen P. Robbins, "Organizational Behavior", Prentice-Hall of India Private Limited, 2003, 10th Edition.

APPENDIX**TABLE NO. 1: AGE GROUP OF THE RESPONDENTS**

Age group	No. of respondents	% of respondents
Below 25 years	57	28.50
26 – 35 years	82	41.00
36-45 years	42	21.00
Above 45 years	19	9.50
Total	200	100.00

TABLE NO. 2: MARITAL STATUS OF THE RESPONDENTS

Marital Status	No. of Respondents	Percentage of Respondents
Married	159	79.50
Unmarried	41	20.50
Total	200	100.00

TABLE NO. 3: EXPERIENCE OF THE RESPONDENTS

Experience	No. of Respondents	Percentage of Respondents
Below 3 Years	48	24.00
3 - 7 Years	96	48.00
7 - 10 Years	32	16.00
Above 10 Years	24	12.00
Total	200	100.00

TABLE NO. 4: QUALIFICATION OF THE RESPONDENTS

Qualification	No. of respondents	% of respondents
School	19	9.50
Diploma / Degree	96	48.00
Post graduation	41	20.50
Professionals	44	22.00
Total	200	100.00

TABLE NO. 5: REASONS FOR HAVING EMPLOYEE WELFARE PRACTICE IN ORGANIZATION

Reasons for having Employee Welfare	No. of Respondents	Percentage
Employee motivation	80	40%
Serves as maintenance factor	12	06%
Improves productivity	36	18%
Assist performance efficiency & responsibility	72	36%
Total	200	100%

TABLE NO. 6: CHI-SQUARE ANALYSIS

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Age Group	4.04	12.59	6	Not Significant
Gender	3.96	5.99	2	Not Significant
Education	5.34	12.59	6	Not Significant
Experience	5.80	12.59	6	Not Significant

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

