

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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A CASE STUDY ON PERFORMANCE APPRAISAL WITH REFERENCE TO INDIAN BANK, CHITTOOR DISTRICT (A.P)

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ABSTRACT

Performance appraisal "is the process of obtaining, analyzing and recording information about the relative worth of an employee". The focus of performance appraisal is measuring and improving the actual performance of the employee and also the future performance. It is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. Designing and implementing appraisal in the organization is to improve the performance among the employees. In the eyes of Human Resources Management practitioners, there could be standard form for performance appraisal. 'Job Description', 'Performance Level', 'Performance Factors', 'Appraiser's Additional Comments', Appraisee's Feedback are usual elements incorporated into such a standard form. The performance appraisal is essential to understand and improve the employee's performance through human resource development. The performance appraisal activity is viewed to decide upon employee promotion/transfer, salary determination. It indicates the level of actual performance and the desired performance gap. This gap should be bridged through human resources development techniques like training, executive development etc. The Performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both the quantitative and qualitative aspects of the job performance. The study aims at determining the performance appraisal activities adopted at Indian Bank, Chittoor.

KEYWORDS

Appraiser and Appraisee, Feedback, Development, Job performance & Organizational control.

INTRODUCTION

Performance appraisal is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment of an employee's performance in a job based on considerations other than productivity alone.

DEFINITIONS

According to **Flippo**, "Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job."

According to **Douglass**, "Performance appraisal is a method of acquiring and processing the information needed to improve an individual employee's performance and accomplishments."

ABOUT THE STUDY

The study highlights the importance of "Performance Appraisal in Banking Sector", with special reference to Indian Bank in Chittoor District. The scope of the study is extended to the branches in Chittoor, Tirupathi, Madanapalli and Palamner. In this study we strive to find out the need of "Performance Appraisal" for banks, and try to understand how the "Performance Appraisal" is done in banking sector.

STATEMENT OF THE PROBLEM

The study aims at identifying the Performance Appraisal in Indian Bank, Chittoor(A.P). The study is conducted by approaching employees in the banks and to know the criteria for evaluating the performances of the employees in order to enhance the employee performances for a better outcome. Hence the present study has been undertaken to find out the answers for the following questions.

- What are the factors that influence the strengths and weakness of the present performance appraisal system?
- What are the problems faced by the employees to reach their desired performance

OBJECTIVES OF THE STUDY

- To analyze the Performance Appraisal in Indian Bank, Chittoor.
- To review the performance of the employees over a given period of time and to judge the gap between the actual and the desired performance.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- To help the management in exercising organizational control.

LIMITATIONS OF THE STUDY

- There may be the chance of personal bias in the responses of the employees in the questionnaire.
- Some of the workers may not be interested to answer the questions.
- The climate cannot be analyzed with little samples out of huge populations.
- Since the respondent's chosen are busy they find little time to answer the questionnaire.

RESEARCH METHODOLOGY

Sample size: A total of 150 respondents in Indian Bank, Chittoor was selected for the study.

Sampling technique: Convenience sampling method has been followed for collecting the response from the respondents.

Sources of data: The study is based on both primary and secondary data. Primary data has been collected by using a questionnaire. Secondary data has been collected from books, manuals and internet.

Tools for collection of data: The questionnaire is the major tool administered for collecting primary data from the respondents.

Tools for analysis: The statistical tools used for the purpose of analysis of this study are Simple percentage technique, Weighted average method, Chi-square test, Co-relation co-efficient and F-Distribution test.

TABLE 1: AWARE OF EXISTING PERFORMANCE APPRAISAL PROCESS

S.No	Opinion	No. of Respondents	Percentage (%)
1	Partly aware	45	30
2	Aware	43	28.6
3	Fully aware	62	41.4
	Total	150	100

Interpretation & Analysis: The above table indicates that 30% of the respondents are partly aware, 28.6% are aware and 41.4% are fully aware about the existing performance appraisal process.

TABLE 2: DISCUSSION OF GOAL SHEET

S.No	Opinion	No. of Respondents	Percentage(%)
1	At the beginning Period	84	56
2	At the end period	66	44
	Total	150	100

Interpretation & Analysis: The above table indicates that with 56% of the respondents had discussed about the goal sheet at the beginning of the period and 44% of respondents had discussion about the goal sheet at the end of appraisal period.

TABLE 3: OPINION ON APPRAISEE SATISFACTION AFTER RECEIVING THE GOAL SHEET

S.No	Opinion	No. of Respondents	Percentage (%)
1	Highly Satisfied	54	36
2	Satisfied	32	21.4
3	Neutral	20	13.4
4	Dissatisfied	25	16.6
5	Highly Dissatisfied	19	12.6
	Total	150	100

Interpretation & Analysis: The above table indicates that 36% of the respondents are highly satisfied, 21.4% are satisfied, 13.4% are neutral, 16.6% are dissatisfied and 12.6% respondents are highly dissatisfied after receiving the goal sheet.

Weighted Average Method

The general formula for Weighted Average Calculation

$$\text{Weighted Average} = (x_1w_1 + x_2w_2 + \dots + x_nw_n) / (w_1 + w_2 + \dots + w_n)$$

$$= \sum_{i=1}^n (X_iW_i) / \sum_{i=1}^n W_i$$

Here X_i = Values of quantity whose weighted average is being calculated, while w_i is the values of corresponding weights.

So, for calculating weighting average, you must multiply values of the quantity with their corresponding weights, all them up and divide them by the sum of the weights.

By giving ranks to the no. of respondents we get the following table.

$$\text{From the above table weighted Average} = (5*54) + (4*32) + (3*20) + (2*25) + (1*19)$$

$$= 270 + 128 + 60 + 50 + 19$$

$$= 527 / 150$$

$$= 3.51$$

In the above table, the rank 3 corresponds to the response "Neutral"

Result: So, it is noticed that the appraisee's are "Neutral" in satisfaction on receiving the goal sheet.

TABLE 4: OPINION ON SATISFACTION WITH DISCUSSION/ REVIEW HELD DURING APPRAISAL

S.No	Opinion	No. of Respondents	Percentage(%)
1	Highly Satisfied	35	23.3
2	Satisfied	44	29.3
3	Neutral	25	16.7
4	Dissatisfied	30	20
5	Highly Dissatisfied	16	12.7
	Total	150	100

Interpretation & Analysis: The above table indicates that 23.3% of the respondents are highly satisfied, 29.3% are satisfied, 16.7% are neutral, 20% are dissatisfied and 12.7% respondents are highly dissatisfied with the discussion held during appraisal.

TABLE 5: APPRAISAL PROCESS MEETING ITS OBJECTIVES PURPOSEFULLY

S.No	Opinion	No. of Respondents	Percentage(%)
1	Strongly Agree	40	26.6
2	Agree	52	34.6
3	Neutral	15	10
4	Disagree	24	16
5	Strongly disagree	19	12.8
	Total	150	100

Interpretation & Analysis: The above table indicates that 26.6% of the respondents are strongly agreed, 34.6% are agreed, 10% are neutral, 16% are disagreed and 12.8% respondents are strongly disagreed with the appraisal process meeting its objectives purposefully.

TABLE 6: OPINION ON GETTING INPUTS ON STRENGTHS AND AREAS OF IMPROVEMENT AFTER APPRAISAL

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	44	29.3
2	Agree	56	37.3
3	Neutral	21	14
4	Disagree	16	10.7
5	Strongly Disagree	13	8.7
	Total	150	100

Interpretation & Analysis: The above table indicates that 29.3% of the respondents are strongly agreed, 37.3% are agreed, 14% are neutral, 10.7% are disagreed and 8.7% respondents are strongly disagreed with getting inputs on strengths and areas of improvement.

F-DISTRIBUTION TEST WITH TABLE 5 & 6

Let 'x' be the no. of respondents opinion about meeting the objectives in appraisal process.

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly Agree	40	26.6
2	Agree	52	34.6
3	Neutral	15	10
4	Disagree	24	16
5	Strongly disagree	19	12.8
	Total	150	100

Let 'Y' be the no. of respondents getting inputs on strengths and areas of improvement after appraisal

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	44	29.3
2	Agree	56	37.3
3	Neutral	21	14
4	Disagree	16	10.7
5	Strongly Disagree	13	8.7
	Total	150	100

X	40	52	15	24	19
Y	44	56	21	16	13

Null Hypothesis (Ho):

$$\sigma_x^2 = \sigma_y^2$$

i.e. two samples have the same variance.

Alternative Hypothesis (H1):

$$\sigma_x^2 \neq \sigma_y^2$$

(Two tailed test)

COMPUTATION OF TEST STATISTIC

X	$x - \bar{x}$ = x - 30	$(x - \bar{x})^2 = (x - 30)^2$	Y	$y - \bar{y}$ = y - 30	$(y - \bar{y})^2 = (y - 30)^2$
40	10	100	44	14	196
52	22	484	56	26	676
15	-15	225	21	-9	81
24	-6	36	16	-14	196
19	-11	121	13	-17	289
$\Sigma x = 150$		$\Sigma (x - \bar{x})^2 = 966$	$\Sigma y = 150$		$\Sigma (y - \bar{y})^2 = 1438$

$$\begin{aligned} \text{Now } \bar{x} &= \frac{\Sigma x}{n} \\ &= \frac{150}{5} \\ &= 30 \end{aligned}$$

$$\begin{aligned} Y &= \frac{\Sigma Y}{n} \\ &= \frac{150}{5} \\ &= 30 \end{aligned}$$

$$\sigma_1^2 = \frac{\Sigma (x - \bar{x})^2}{n_1 - 1} = \frac{966}{4} = 241.5$$

$$\sigma_2^2 = \frac{\Sigma (Y - \bar{Y})^2}{n_2 - 1} = \frac{1438}{4} = 359.5$$

$$F = 1.48$$

Critical Value: The table value of F at $\alpha = 0.05$ for 4 and 4 degrees of freedom is

Fo.05 = 9.12

Decision: The computed value of F = 1.48 < table value Fo.05 = 9.12.

So null hypothesis is accepted. The two samples have the same variance.

TABLE 7: DISAGREEMENTS WITH YOUR APPRAISER ON PERFORMANCE RATINGS

S.No	Opinion	No. of Respondents	Percentage (%)
1	Yes	65	43
2	No	85	57
	Total	150	100

Interpretation & Analysis: The above table indicates that 43% respondents have said yes and 57% of the respondents have said that they don't have any disagreements with their appraiser on performance ratings.

TABLE 8: TRAINING PROGRAMME IN IMPROVEMENT OF EMPLOYEES PERFORMANCE

S.No	Opinion	No. of Respondents	Percentage (%)
1	Yes	97	65
2	No	53	35
	Total	150	100

Interpretation & Analysis: The above table indicates that 65% respondents have said yes and 35% of the respondents have said that they didn't identify positive changes after getting feedback from superiors.

Chi-Square Test with Table 7 & 8:

Disagreements with appraiser on performance ratings and Training programme helps the employees in improving their performance.

STEP – 1

Setting up of hypothesis

Null hypothesis (H0): There is no significance difference between disagreements with appraiser on performance ratings and training programme helps the employees in improving their performance.

Alternative hypothesis (H1): There is significance difference between disagreements with appraiser on performance ratings and training programme helps the employees in improving their performance.

Observed frequency [O_i]

Disagreements with appraiser \ Training programme helps the employees	YES	NO	Total
Yes	29	41	70
No	55	25	80
Total	84	66	150

Step – 2: Computation of expected frequency [E_i]:

Expected frequency = Row total X Column total \ Total sample

Disagreements with appraiser \ Training programme helps the employees	YES	NO	Total
Yes	39	31	70
No	45	35	80
Total	84	66	150

Test statistics

$$\text{Chi square} = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Calculation of chi-square test

O _i	E _i	O _i -E _i	(O _i -E _i) ²	(O _i -E _i) ² /E _i
29	39	-10	100	2.56
55	45	10	100	2.22
41	31	10	100	3.23
25	35	-10	100	2.86
Total				10.87

$\psi^2 = 10.87$

Step – 3: Level of significance: Z α = 0.05

Degree of freedom: (R-1) (C-1)

$(2-1) (2-1) = 1$

Step – 4: Critical value

The table value of ψ^2 for 1 degree of freedom at $\alpha = 0.05$ is

$\psi^2 = 3.841$
0.05,4

Step – 5: Decision

The calculated value of $\psi^2 = 10.87$ is greater than the table value of

$\psi^2 = 3.841$
0.05,4

So the Null Hypothesis is rejected.

RESULT

Therefore the Alternative Hypothesis is accepted. There is a significance difference between disagreements with appraiser on performance ratings and training programme helps the employees in improving their performance.

TABLE 9: IDENTIFYING POSITIVE CHANGES IN EMPLOYEES AFTER GETTING FEEDBACK FROM SUPERIORS

S.No	Opinion	No. of Respondents	Percentage (%)
1	Yes	87	58
2	No	63	42
	Total	150	100

Interpretation & Analysis: The above table indicates that 58% respondents have said yes and 42% of the respondents have said that they didn't identify positive changes after getting feedback from superiors.

TABLE 10: SATISFACTION WITH RECOGNITION FOR YOUR WORK

S.No	Opinion	No. of Respondents	Percentage (%)
1	Highly Satisfied	55	36.7
2	Satisfied	46	30.7
3	Neutral	20	13.3
4	Dissatisfied	19	12.7
5	Highly Dissatisfied	10	6.6
	Total	150	100

Interpretation & Analysis: The above table indicates that 36.7% of the respondents are highly satisfied, 30.7% are satisfied, 13.3% are neutral, 12.7% are dissatisfied and 6.6% respondents are highly dissatisfied with the recognition for their work.

TABLE 11: SATISFACTION WITH RELATIONSHIP MADE BY THE SUPERVISOR

S.No	Opinion	No. of Respondents	Percentage(%)
1	Highly Satisfied	40	26.6
2	Satisfied	60	40
3	Neutral	15	10
4	Dissatisfied	19	12.7
5	Highly Dissatisfied	16	10.7
	Total	150	100

Interpretation & Analysis: The above table indicates that 26.6% of the respondents are highly satisfied, 40% are satisfied, 10% are neutral, 12.7% are dissatisfied and 10.7% respondents are highly dissatisfied. It indicates that employees are satisfied with the relationship made by the supervisor.

CORRELATION COEFFICIENT

Correlation of Table 10 and 11

Let 'X' be the number of respondents satisfied with recognition got from the management.

S.No	Opinion	No. of Respondents	Percentage (%)
1	Highly Satisfied	55	36.7
2	Satisfied	46	30.7
3	Neutral	20	13.3
4	Dissatisfied	19	12.7
5	Highly Dissatisfied	10	6.6
	Total	150	100

Let 'Y' be the number of respondents satisfied with relationship made by their supervisor.

S.No	Opinion	No. of Respondents	Percentage (%)
1	Highly Satisfied	40	26.6
2	Satisfied	60	40
3	Neutral	15	10
4	Dissatisfied	19	12.7
5	Highly Dissatisfied	16	10.7
	Total	150	100

X	55	46	20	19	10
Y	40	60	15	19	16

X	Y	(X)2	(Y)2	XY
55	40	3025	1600	2200
46	60	2116	3600	2760
20	15	400	225	300
19	19	361	361	361
10	16	100	256	160
150	150	6002	6042	5781

Correlation coefficient, r =

$$\frac{N\sum XY - \sum X \cdot \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$= \frac{5 \times 5781 - 150 \times 150}{\sqrt{5 \times 6022 - (150)^2} \cdot \sqrt{5 \times 6042 - (150)^2}}$$

$$= \frac{30110 - 22500}{\sqrt{30010 - 22500} \cdot \sqrt{30210 - 22500}}$$

$$= \frac{7610}{\sqrt{7510} \cdot \sqrt{7710}}$$

$$= \frac{7610}{86.66 \cdot 87.80}$$

$$r = \frac{7610}{7690} = 0.98$$

RESULT

There is correlation between respondents satisfied with recognition got from the management and respondents satisfied with relationship made by their supervisor.

TABLE 12: PERFORMANCE APPRAISAL INCREASES PRODUCTIVITY

S.No	Opinion	No. of Respondents	Percentage (%)
1	Yes	114	76
2	No	36	24
	Total	150	100

Interpretation & Analysis: The above table indicates that 76% of respondents have said yes and 24% of the respondents are not agreed with the appraisal process increases productivity.

TABLE 13: SUPERIOR LEVEL OF ACCEPTANCE FOR YOUR IDEAS/OPINIONS

S.No	Opinion	No. of Respondents	Percentage (%)
1	Low Extent	60	40
2	Moderate	55	37
3	High Extent	35	23
	Total	150	100

Interpretation & Analysis: The above table indicates that 40% of respondents accepted to a little extent, 37% of the respondents accepted at moderate level and 23% of respondents accepted to a great extent. However, the employees are not satisfied with the superior level of acceptance for their ideas and opinions.

TABLE 14: RATING OVERALL EXISTING APPRAISAL PROCESS

S.No	Opinion	No. of Respondents	Percentage (%)
1	Excellent	35	23
2	Good	70	47
3	Average	41	27
4	Poor	4	3
	Total	150	100

Interpretation & Analysis: The above table indicates that 23% of the respondents rate the appraisal process as excellent, 47% of respondents rate the process good, 27% of the employees rate the process average and remaining 3% of the employees rate the process poor in the banks.

FINDINGS

- 29.3% of the respondents are satisfied with review/discussion held during appraisal process.
- 37.3% of the respondents agreed that they get inputs on strengths & areas of improvement after appraisal process.
- 57% of the respondents disagreed with appraiser on performance ratings.
- 40% of the respondents are satisfied with the relationship made by the supervisor during appraisal process.
- 40% of the respondents to a low extent satisfied with the superior level of acceptance for their ideas and opinions.
- 47% of the respondents opinioned that the appraisal process is good in the bank.

SUGGESTIONS

- Superiors need to maintain a proper appraisal process which increases the inputs on strengths and areas of improvement.
- Steps should be taken to ensure one on one discussion between all appraisers and appraisee's during appraisals.
- Superiors need to maintain proper relationship with the appraisee's during the appraisal process.
- Superiors have to encourage the employees in achieving their given targets and to accept their ideas and opinions.
- The entire performance appraisal process should be effective by making some changes in the system, in order to yield good results.

CONCLUSION

Performance appraisal activities are one of the best methods of evaluating and motivating the employees to do the job effectively for development and achievement of the organization's objectives in a perfect manner. The study was conducted by the researcher, which plays a vital role in analyzing the ability and worthiness of its employees. It reveals that most of the employees are satisfied and must be very much satisfied with the employers respond level, good relationship, motivation, merit based promotion. It was found that the effective performance appraisal activity carried by the banks motivates the employees to do their job performance effectively and efficiently. Thus the performance appraisal activities carried by the banks helps the management to identify, to understand and to solve the problems and queries faced by the employees.

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