A STUDY ON EMPLOYEES' PERFORMANCE APPRAISAL SYSTEM WITH REFERENCE TO APGVB

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Abstract: Banks exist because they are willing to take on and manage risks. Besides with the rapid pace of financial innovation and globalization, the pace of the banking business is undergoing a sea-change. Banking business is becoming more complex and diversifying. To cope with the challenges efficiently, human resource has been considered as one of the most important factors in today's hypercompetitive market place. Performance appraisal is the process of determining and communicating to an employee how he / she is performing on the job and ideally, establishing a plan of improvement. In simple words we can say that performance appraisal is an analysis of employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. The study focus to examine the policies and practices of performance appraisal in RRBs with reference to APGVB. Data was collected by standard questionnaire and random sampling method is used for primary data collection. Descriptive, correlation, paired T test and one-way ANOVA were used to the know the existing performance appraisal practices of APGVB.
Key words: Performance Appraisal, Regional Rural Banks, Andhra Pradesh Grameena Vikas Bank

Introduction:

Performance appraisal system (PAS) is an important Human Resource Development (HRD) mechanism designed and utilized for the all round development and growth of employees as well as organizations. PAS is being used to evaluate whether employees at various levels perform their assigned jobs as per the expectations of their supervisors & set standards.

The information generated from such performance appraisal programmes generally help the management to implement certain administrative and developmental decisions regarding selection, placement, promotion, rewards training and termination. Additionally, performance appraisal system provides management with information that helps in identifying employees potentials giving suitable directions to administration decisions. Performance appraisal is a key in the hands of people to reflect upon their own competencies and issues related totheir performance. The performance appraisal process enables building a resourceful organization capable of solving its problems and attaining targeted business goals.

It is very much critical because it helps the managers to take the administrative decisions effectively relating to promotions, fringes, payoffs and merit pay increases of the employees. So, performance appraisal is a must for all organizations. This paper aimed at critically evaluating the existing performance appraisal systems of Mercantile Bank Limited. For this reason, the researcher has reviewed existing literatures and collected relevant information from the bank. Finally, the researcher has provided some recommendations to overcome the problems involved with the existing performance appraisal system of Mercantile Bank Limited.

Banking sector is a fast growing sector of India. With swift expansion in the number of branches and the new functions assigned to them, banks are beginning to feel a new pressure on their organization alabilities i.e. the processes of recruitment, placement, training, promotion and appraisal, in order to ensure that the right number

of staff with the right capacities are available at the right time and for the right places. Appraisal is one of the key factors of organizational ability which is also the focus of this study.

Performance appraisal is a concept associated with Human Resource Management and by this association one concept of the broader concept of management. Much work has examined Performance appraisal practices from a critical stance and this paper provides a brief review with reference to two banking organizations of India viz, SBI and J&K Bank. The concept of performance appraisal is still emerging and finding space in both academic and practitioner spheres. This paper is an attempt to do the empirical evaluation of performance appraisal by applying some of the strands of critical thinking to performance appraisal practices and discourses.

About APGVB

Andhra Pradesh Grameena Vikas Bank (APGVB) was formed on 31st march, 2006 by the amalgamation of the following 5 banks: Sri Visakha Grameena Bank, Nagarjuna Grameena Bank, Sangameswara Grameena Bank, Manjira Grameena Bank, Kakathiya Grameena Bank

APGVB was Sponsored by the State Bank of India, its focus was to participate more energetically, with synergy, in the uplift and development of rural farm sector and rural non-farm sector, with emphasis on the deprived, the rural poor, rural ISB and rural crafts. It covers the following eight districts of Andhra Pradesh, namely: Mahaboobnagar, Nalgonda, Medak, Warangal, Khammam, Vishakapatnam, Vizianagaram, Srikakulam.

Head quartered at Warangal in Andhra Pradesh, it operates 539 branches with staff strength of 2422 (including new recruits). With the ownership of Government of India: 50%, Government of Andhra Pradesh: 15% and State Bank of India: 35%.

The study is undertaken with the following objectives:

1. To know about the performance appraisal system of Andhra Pradesh grameena vikas bank.

2. To evaluate the employees' attitude towards the authenticity of the performance appraisal system used by the Andhra Pradesh grameena vikas bank.

3. To recommend some measures to overcome the problems of existing performance appraisal system of Andhra Pradesh grameena vikas bank.

Tools used for the research: The data was collected through research schedule questionnaire. In order to analyze and interpretate the data, statistical tools like Simple Percentage Analysis, Descriptive statistics, Correlation, Paired T-test and one way ANOVA test are used.

Descriptive Statistics: Descriptive statistics describe the Information. They do not draw conclusions about the data. Descriptive statistics are normally applied to a single variable at a time. They can tell the researcher the central tendency of the variable, meaning and the average score of a participant on a given study measure. The researcher can also determine the distribution of scores on a given study measure, or the range in which scores appear. Finally, descriptive statistics can be used to tell the researcher the frequency with which certain responses or scores arise on a given study measure.

Correlation: Correlation is one of the most often used kinds of descriptive statistics. It is perhaps best described as "a single number that describes the degree of relationship between two variables." If two variables tend to be "correlated," that means that a participant's score on one tends to vary with a score on the other.

Paired T-test: A paired t-test is used to compare two population means where you have two samples in which observations in one sample can be paired with observations in the other sample. Examples of where this might occur are: Before-and-after observations on the same subjects (e.g. students' diagnostic test results before and after a particular module or course). Here paired t-test is conducted for Comparison between two opinions like Managers and Non Managers. Moreover, this test reveals whether there are similar opinions or not which is operated at usual level of significance i.e. 5% or 1%.

One-Way ANOVA: ANOVA is a statistical test which analyzes variance. It is helpful in making comparison of two or more means which enables a researcher to draw various results and predictions about two or more sets of data. ANOVA test includes one-way ANOVA, two-way ANOVA or multiple ANOVA depending upon the type and arrangement of the data.

Limitations of the Study: The present study has following limitations.

- The first limitation of this study is associated with the fact that it examined only in rural banking sector in Andhra Pradesh, and the other sectors (such as hospitality and construction, transport, agriculture and mining) were not included due to time constraints.

- The study is related only to the employees of the APGVB Regional Rural Bank. The employees of other banks like commercial, non-scheduled commercial banks and co-operative banks are not covered.

- The findings of the study are based on the information given by the respondents, and are subject to the favoritism and unfairness of the people involved.

Table 1: Simple Percentages of Socio-Economic Profile of Employees

S.No	Demographic Factors		No. of Respondents	%
1.	**Gender**	Male	286	93
		Female	23	7
		Total	**309**	**100**
2.	**Age**	Below 30 years	54	18
		31-40 years	32	18
		41-50 years	47	15
		51years & above	176	57
		Total	**309**	**100**
3.	**Material status**	Married	168	54
		Unmarried	141	46
		Widowed	0	0
		Separated	0	0
		Total	**309**	**100**
4.	**Educational qualification**	Masters	77	25
		UG	112	36
		Inter	93	30
		SSC	27	9
		Total	**309**	**100**
5.	**Position in organization**	Clerical level	174	56.31
		Manager level	134	43.69
		Total	**309**	**100**
6.	**Experience**	Below 5 Years	60	19.42
		6-10 years	25	08.09
		11-15 Years	40	12.95
		Above 15 Years	184	59.54
		Total	**309**	**100**

From the total sample size, 73 per cent of respondents were male and 07 per cent were female; 36 per cent respondents are qualified Bachelor Degree, 25 per cent were post graduates and remain are qualified minimum eligibility. Majority of the sample (57 per cent) were in the age group of 51 years and above. Only 15 percent of the respondents were aged 41-50 years and there is same number of respondents in the remaining age group. The average age of the respondents was 25. Out of the total respondents 174 are clerical staff and 134 are managerial staff.

Table 2. Descriptive Statistics analysis of Performance Appraisal

Performance Appraisal Factors	N	Min	Max	Mean	S.D
1. Performance Appraisal (PA) of our organization contributes to set realistic goals.	309	1	5	4.0874	1.06698
2.PA is an instrument to identify the personality of employees	309	1	5	4.2104	
3.PA helps to identify the strengths and weakness of employees	309	1	5	4.1618	1.08909
4.PA helps to identify the need and the area for further training to employee	309	1	5	4.4725	.99006
5.PA reports of our organization are based on objective orientated and not on favoritism	309	1	5	4.3301	1.01773
6.PA of our organization helps to identify the existing key problems of employees	309	1	5	4.4337	
7.PA of our organization helps to match the employee's capabilities with the job requirements	309	1	5	4.4337	1.13150
8.PA improves better communication between superiors and subordinates	309	1	5	4.5210	.83722
9.PA of our organization helps to develop competitive spirit	309	1	5	4.2362	.83722
10.PA of our organization helps to design career planning	309	1	5	4.2751	
11.PA helps employees to overcome their weaknesses	309	1	5	4.2589	.91721
12.PA generates significant and valid information about employees	309	1	5	4.2071	
13.PA helps to identify the facilitating and inhibiting factors of performance	309	1	5	4.1586	1.08376
14.PA provides an opportunity for the appraisee to express his/her developmental needs.	309	1	5	4.0874	1.00908
15.PA helps the employer to be aware of the positive contributions of the employees	309	1	5	4.2104	1.03398
16.PA of our organization enables the employers and the employees to improve working relations	309	1	5	4.1521	1.02682
17.PA of our organization helps the employees to improve their self-confidence	309	1	5	4.4725	1.04947
18.PA of our organization helps to improve individual performance of employees	309	1	5	4.3301	
19.PA of our organization improve the level of commitment, morale and motivation	309	1	5	4.4337	1.06698
20.PA of our organization helps employees to accept more responsibilities and challenges.	309	1	5	4.2136	1.08909
					.99651
					1.01773
					1.13150
					.83722
					1.02865

The above table shows basic analysis about Performance Appraisal. The researcher observed that all the mean values are > 4 and standard deviation values are <1.2 for all the Performance Appraisal factors and it is scrutinize that minimum is 1 and Maximum is 5. Hence, it is conclude that all the Performance Appraisal factors have great impact on employees.

Table 3. Correlations for Non-Managers and Managers opinions on Performance Appraisal

Correlations

		NMSA	NMA	NMMA	NMD	NMSD	MSA	MA	MMD	MD	MSD
NMSA	Pearson Correlation	1	-.794**	-.350	.061	.051	-.067	.132	.123	-.080	.057
	Sig. (2-tailed)	.	.000	.130	.799	.830	.778	.580	.606	.736	.810
	N	20	20	20	20	20	20	20	20	20	20
NMA	Pearson Correlation	-.794**	1	.305	-.367	-.473*	.114	.199	-.404	.087	-.343
	Sig. (2-tailed)	.000	.	.191	.111	.035	.632	.399	.077	.714	.139
	N	20	20	20	20	20	20	20	20	20	20
NMMA	Pearson Correlation	-.350	.305	1	-.583**	-.447*	.125	.165	.161	-.219	-.461*
	Sig. (2-tailed)	.130	.191	.	.007	.048	.599	.488	.498	.353	.041
	N	20	20	20	20	20	20	20	20	20	20
NMD	Pearson Correlation	.061	-.367	-.583**	1	.313	-.311	-.344	.106	.189	.682*
	Sig. (2-tailed)	.799	.111	.007	.	.178	.182	.137	.655	.425	.001
	N	20	20	20	20	20	20	20	20	20	20
NMSD	Pearson Correlation	.051	-.473*	-.447*	.313	1	.073	-.357	.231	-.058	.346
	Sig. (2-tailed)	.830	.035	.048	.178	.	.759	.122	.328	.808	.135
	N	20	20	20	20	20	20	20	20	20	20
MSA	Pearson Correlation	-.067	.114	.125	-.311	.073	1	-.285	-.443	-.451*	-.483*
	Sig. (2-tailed)	.778	.632	.599	.182	.759	.	.224	.051	.046	.031
	N	20	20	20	20	20	20	20	20	20	20
MA	Pearson Correlation	.132	.199	.165	-.344	-.357	-.285	1	-.253	-.193	-.587**
	Sig. (2-tailed)	.580	.399	.488	.137	.122	.224	.	.283	.415	.007
	N	20	20	20	20	20	20	20	20	20	20
MMD	Pearson Correlation	.123	-.404	.161	.106	.231	-.443	-.253	1	-.224	.420
	Sig. (2-tailed)	.606	.077	.498	.655	.328	.051	.283	.	.341	.066
	N	20	20	20	20	20	20	20	20	20	20
MD	Pearson Correlation	-.080	.087	-.219	.189	-.058	-.451*	-.193	-.224	1	.445*
	Sig. (2-tailed)	.736	.714	.353	.425	.808	.046	.415	.341	.	.050
	N	20	20	20	20	20	20	20	20	20	20
MSD	Pearson Correlation	.057	-.343	-.461*	.682**	.346	-.483*	-.587**	.420	.445*	1
	Sig. (2-tailed)	.810	.139	.041	.001	.135	.031	.007	.066	.050	.
	N	20	20	20	20	20	20	20	20	20	20

**.Correlation is significant at the 0.01 level (2-tailed).

*.Correlation is significant at the 0.05 level (2-tailed).

Table 4. Correlations for similar opinions for Performance Appraisal

		Managers				
		Strongly Agree	**Agree**	**Moderately agree**	**Disagree**	**Strongly Disagree**
Non Managers	**Strongly Agree**	-0.067				
	Agree		0.199			
	Moderately agree			0.161		
	Disagree				0.189	
	Strongly Disagree					0.346

Here researcher conducted Karl Pearson correlation coefficient (r) to identify correlation between Non-Managers and Managers opinions. Researcher compares opinions of non-managers and managers and observed that except strongly Agree (SA) others opinions of both the respondents has positive correlation. By the test significance it observed that there is no difference between the opinions of both Managers and Non-Managers, since the test value of correlation r=0.51(approximate) at 1 % (p<0.1) and 5 % (p<0.5) significance level. So accept the null hypothesis.

Table 5. T-Test Paired Samples Statistics for Performance Appraisal

		Mean	**N**	**S.D**	**Std.Error mean**
Pair 1	NMSA	52.6000	20	18.45450	4.12655
	MSA	53.4500	20	18.34315	4.10165
Pair 2	NMA	68.8000	20	19.42489	4.34354
	MA	36.1500	20	16.50606	3.69087
Pair NMMA		28.1000	20	12.13477	2.71342
		20.6000	20	12.04116	2.69248
3	MMA	16.1500	20	9.42156	2.10672
Pair 4	NMD	15.1000	20	12.25132	2.73948
	MD	8.4000	20	10.56509	2.36243
Pair 5	NMSD	8.2000	20	8.38294	1.87448
	MSD				

Table 6. Paired Samples Correlations for Performance Appraisal

	N	Correlation	Sig.
Pair 1 NMSA & MSA	20	-.067	.778
Pair 2 NMA & MA	20	.199	.399
Pair 3 NMMA & MMA	20	.161	.498
Pair 4 NMD & MD	20	.189	.425
Pair 5 NMSD & MSD	20	.346	.135

Table 7. Paired Samples Test for Performance Appraisal

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	NMSA - MSA	-.8500	26.88035	6.01064	-13.4304	11.7304	-.141	19	.889
Pair 2	NMA - MA	32.6500	22.84565	5.10844	21.9579	43.3421	6.391	19	.000
Pair 3	NMMA - MMA	7.5000	15.65920	3.50150	.1713	14.8287	2.142	19	.045
Pair 4	NMD - MD	1.0500	13.97164	3.12416	-5.4889	7.5889	.336	19	.740
Pair 5	NMSD - MSD	.2000	10.98133	2.45550	-4.9394	5.3394	.081	19	.936

Here researcher conducted Paired T- test for all similar comparisons and observed that pair 1, 4 and 5 has no significance and pair 2 and 3 has significance. Hence, null hypothesis is accepted for pair 1, 4 and 5 whereas it is rejected in case of pair 2 and 3.

Table 8. ANOVA test for Performance Appraisal

Performance Appraisal Factors		SOS	df	Mean Square	F	Sig.
Performance Appraisal(PA) of our organization contributes to set realistic goals	Between Groups Within Groups Total	52.204 298.437 350.641	40 268 308	2.521 0.429	5.872	.000
PA is an instrument to identify the personality of employees	Between Groups Within Groups Total	39.973 325.354 365.327	40 268 308	1.073 0.807	1.331	.099
PA helps to identify the strengths and weakness of employees	Between Groups Within Groups Total	51.301 250.608 301.909	40 268 308	1.058 1.192	0.887	.667
PA helps to identify the need and the area for further training to employee	Between Groups Within Groups Total	20.812 298.204 319.016	40 268 308	1.064 1.011	1.052	.393
PA reports of our organization are based on objective orientated and not on favoritism	Between Groups Within Groups Total	67.145 293.464 360.608	40 268 308	1.172 1.054	1.112	.305
PA of our organization helps to identify the existing key problems of employees	Between Groups Within Groups Total	100.866 115.024 215.890	40 268 308	1.608 0.972	1.654	.011
PA of our organization helps to match the employee's capabilities with the job requirements	Between Groups Within Groups Total	100.839 115.051 215.890	40 268 308	1.027 1.112	0.924	.606
PA improves better communication between superiors and subordinates	Between Groups Within Groups Total	42.931 216.182 259.113	40 268 308	1.430 1.095	1.305	.114
PA of our organization helps to develop competitive spirit	Between Groups Within Groups Total	42.310 319.444 361.754	40 268 308	0.949 1.222	0.777	.832
PA of our organization helps to design career planning	Between Groups Within Groups Total	42.552 271.066 313.618	40 268 308	1.328 0.943	1.409	.061
PA helps employees to overcome their weaknesses	Between Groups Within Groups Total	46.890 282.398 329.288	40 268 308	0.916 1.054	0.870	.695

PA generates significant and valid information about employees	Between Groups Within Groups Total	64.311 260.434 324.744	40 268 308	1.312 1.150	1.14 1	.269
PA helps to identify the facilitating and inhibiting factors of performance	Between Groups Within Groups Total	41.094 298.136 339.230	40 268 308	2.486 0.435	5.72 1	.000
PA provides an opportunity for the appraisee to express his/her developmental needs.	Between Groups Within Groups Total	57.181 293.460 350.641	40 268 308	0.807 0.846	0.95 3	.555
PA helps the employer to be aware of the positive contributions of the employees	Between Groups Within Groups Total	37.948 327.379 365.327	40 268 308	0.932 1.211	0.77 0	.840
PA of our organization enables the employers and the employees to improve working relations	Between Groups Within Groups Total	53.128 252.723 305.851	40 268 308	0.972 1.025	0.94 8	.563
PA of our organization helps the employees to improve their self-confidence	Between Groups Within Groups Total	36.657 282.359 319.016	40 268 308	1.153 1.057	1.09 2	.334
PA of our organization helps to improve individual performance of employees	Between Groups Within Groups Total	52.473 308.136 360.608	40 268 308	0.984 1.067	0.92 2	.609
PA of our organization improve the level of commitment, morale and motivation	Between Groups Within Groups Total	99.437 116.453 215.890	40 268 308	1.146 1.095	1.04 7	.401
PA of our organization helps employees to accept more responsibilities and challenges	Between Groups Within Groups Total	59.376 266.527 325.903	40 268 308	1.146 1.095	1.04 7	.401

The above Table clearly shows that all the significant values are p (>0.05). Hence accepted Null Hypothesis, it can be inferred that all the age groups opinions do not differ about all the performance appraisal factors. However, in case of the some factors results showed that there was significant since p (<0.05). Hence can be it inferred that highest age groups opinions are differ from lowest age groups opinions in above factors.

Findings

- It is not an out of place to mention here about the legal maxims. "To err is human

and Ubi Jub Ubi Remedy". Sans periodical individual's performance appraisal, it is very difficult to gauge the workmanship of the individual, sine qua non, promotions and demotion and transfers will not be made effective. Moreover, boredom, sedentary and fatigue will be experienced and cultivated by the aid of performance appraisal. That's way less than half of employees supported current performance appraisal system. Hence, the researcher concluded that management should increase appraisal

periodically about the individual's performance.

- Most of the respondents trusted that performance appraisal process of their organization contributes to set realistic goals and only few of the respondents disagree with the statement.

- Personality Development (PD) is one of the sources to develop employees' performance. Therefore, the organization's performance appraisal system should act as an instrument to identify the personality of employees and this statement is agreed by less than of the respondents.

- It is observed that respondents agreed that performance system of their organization identifies the strengths and weakness of employees.

- Less than half of the respondents trusted that performance appraisal policy designed by their organization is based on objective orientated but not on favoritism.

- One of the important factors of performance appraisal is the identification of key problems faced by employees due to organizational procedure. This is practically observed by the researcher with 41% positive responses.

- Designing career for employees can be done with a good performance appraisal system of any organization. Evidently, it is supported by half of respondents.

- Facilitating and inhibiting factors show an impact on the performance of employees in any organization so, the design of performance appraisal should help the organization to identify them. This is accepted by only few of respondents in this organization.

- If the organization fix performance standards to the employees and the same reviewed periodically, it helps the organization to match the employee's

capabilities with the job requirement. The same can be practically viewed with 47% respondents trusted.

- Performance appraisal provides an opportunity for appraise to express his/her developmental needs, 42% of respondents agree with the statement and only 5% disagree.

- It is viewed at 34% of respondents accepted the performance appraisal of their organization helps the employer to be aware of the positive contribution of the employees and 10% does not accept this.

- Performance appraisal of our organization enables the employers and employees to improve work relations is agreed by 32% of respondents and disagreed by 7%.

- The perception of the employees regarding the impact of Performance appraisal system develops self-confidence among employees in any organization and it is accepted by 42% of the respondents. Only 1% respondents not supported for it.

- Another finding in this study is 47% of respondents trusted that performance appraisal of their organization helps to improve the level of commitment, morale and motivation among employees. Just 2% of respondents opposed it.

- In any organization, performance appraisal should develop an acceptable environment to accept more responsibilities and challenges by employees. This is accepted by 39% of respondents and 4% does not accept it.

- Production and productivity of the organization with qualitatively and quantitatively will be possible only by the trained employees effectively and efficiently. If the organization does not culminate the same, the good will of the organization in the market will be deteriorated. Therefore, the organization

shall reckon this aspect while implementing the suitable training periodically to improve the present performance of the employee which tends to increase their performance effectively and efficiently and that's why half of respondents have strongly agreed towards the training.

Suggestions:

- Planning is a route map and blue print. Therefore management should design the performance planning in such a way that it should give full details to the employees about the job description and thus pave away to them what to do, how to do and when to do in such a way to mitigate their loopholes and flaws that are being experiencing at present and not to repeat the same in future to attain the predetermined goals.

- The main objective of any business organization is to obtain maximum profits by maximum utilization of Human Resource. Performance appraisal is a tool of control for the management by way of periodical reviews of the performance rendered by the employees. Therefore, performance appraisal plans should be conducted by the management as frequently as possible by reckoning the practical difficulties of the employees and shall be well designed before going to implement.

- Performance rating must be communicated in time to the respective employees so that it improves better communication between superior and subordinates.

- The organization should put in place a mechanism in the Performance Appraisal System to bring out the strengths and weaknesses of the individual employees, so that necessary training could be imparted to improve upon the deficiencies and also to hone their skills.

- Recognition of employees performing well will send the right signals and improve the level of commitment, morale and motivation at work.

- Each one has his own talents. Therefore, the management shall recognize, encourage and gives an opportunity to them to exhibit their ideas and inner talents, which will conducive patently and latently to the organization to a great extent in the long run.

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