Research Paper Commerce

A Study on The Level of Attitude of Employees on Factors Contributing to Performance Appraisal, Transfer and Promotion in Public Sector Banks

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ABSTRACT

The human aspects are subjective and changeable, qualitative and dynamic varying with cultural and personal backgrounds, economic events and with the passage of times. Indeed it is a complex of perplexing forces. It is expected that HR function must help the organisation to be more agile by adopting practices that allows it not only to adapt to changes in the external environment but also to benefit from the same, ensures that the bank is able to sustain its operation over a period of time. An attempt has been made to analyse the level of attitude of employees on factors contributing to performance appraisal, Transfer and promotion of public sector banks.

KEYWORDS Level of attitude, Performance appraisal, Transfer, Promotion and Public sector banks

1. INTRODUCTION

Human Resource Management function in an organisation is being increasingly recognized as a strategic business partner with the responsibility of managing a key corporate resource. It is expected that HR function must help the organisation to be more agile by adopting practices that allows it not only to adapt to changes in the external environment but also to benefit from the same, ensures that the bank is able to sustain its operation over a period of time and ensures the efficiency in the use of HR resources in the organisation in an integrated manner with all other corporate resources.

Hence, the following dimensions have been taken for the study purpose. They are Performance Appraisal, Transfer and Promotion. An attempt has been made to analyse the level of attitude of employees on factors contributing to performance appraisal, Transfer and promotion of public sector banks. For this purpose statistical tools like mean based ranking and Friedman tests have been applied and the results have been shown.

2. OBJECTIVES OF THE STUDY

The main objective of the study is to understand the level of attitude of employees on factors contributing to performance appraisal, transfer and promotion in public sector banks.

3. HYPOTHESES

There is no significant difference between mean ranks for the sample respondents' level of attitude on factors contributing performance appraisal, transfer and promotion of public sector banks.

4. RESEARCH METHODOLOGY

4.1. SOURCES OF DATA

4.1.1. Primary Data

The primary data have been collected through the structured questionnaires apart from discussions and interviews with employees and managers of the banks

4.1.2. Secondary Data

The secondary data have been drawn from different sources like newspapers, magazines, journals, books, websites, pamphlets and so on., from various institutions namely, RBI Staff Training Centre, Chennai, Institute for Financial Management and Research (IFMR) Chennai, Library of University of Madras, Chennai, Library of Bharathiar University, Coimbatore and Research Learning Centre, PSG School of Management, Coimbatore.

4.2. SELCETION OF SAMPLES

75 public Sector banks branches were selected. From each branches four respondents have been selected for the study. Totally, three hundred respondents from public sector banks were selected. Out of this, all respondents from public sector banks have responded to questionnaire by adopting the method of random sampling is fairly representative

4.3. STATISTICAL TOOLS USED FOR ANALYSIS

- Friedman Rank Test.
- Average score analysis

5. FRIEDMAN RANK TEST FOR THE LEVEL OF ATTITUDE ON FACTORS CONTRIBUTING VARIOUS DIMENSIONS OF PUBLIC SECTOR BANKS

The Friedman test ranks the scores in each row of the data file independently of every other row. The Friedman test tests the null hypothesis that the ranks of the variables do not differ from their expected value.

5.1. PERFORMANCE APPRAISAL

TABLE 1 FRIEDMAN RANK TEST – MEAN RANK – LEVEL OF ATTITUDE ON FACTORS CONTRIBUTING PERFORMANCE APPRAISAL OF PUBLIC SECTOR BANKS

S.NO	FACTORS	MEAN VALUE	RANK
1	Performance appraisal system for employees is to meet the requirement under promotion policy.	8.64	I
2	The authority structure for writing the performance appraisal and review of the report is effective	7.37	V
3	Record of performance evaluation maintained by the bank is good	7.85	IV
4	The performance appraisal is identifier of the developmental needs of employees	6.17	XI
5	Employees are getting feedback from their superiors/ managers about their performance	6.38	X
6	Feedback helps to know the strong/ weak areas of performance to plan for improvement	8.01	III
7	Superiors are rendering necessary support to perform the work successfully.	8.12	II
8	The bank is creating opportunities for the utilization of inner potentials of the employees	6.53	VIII

S.NO	FACTORS	MEAN VALUE	RANK
9	The bank is investing adequate time and resources for the development of employees	6.82	VI
10	Top levels are showing concern for the growth of subordinates	6.46	IX
11	Promotion to higher cadre is linked to work performance	5.95	XIII
12	Bank is providing opportunities for the development of human resources	6.15	XII
13	Work performance is being evaluated by the bank periodically	6.57	VII

SOURCE: PRIMARY DATA

Hence, It is evident that most of the respondents have given top priority to "Performance appraisal system for employees is to meet the requirement under promotion policy" as the first rank for their level of attitude on factors contributing performance appraisal of public sector banks.

Ho:
There is no significant difference between mean ranks for the respondent's level of attitude on factors contributing performance appraisal of public sector banks.

No of respondents 300, Calculated value 244.706, Degree of freedom 12 & P-value .000

From the above it can be understood that for these rankings, the calculated value is 244.71, Degree of freedom is equal to the number of values minus 1. As 13 spending options are ranked, there are 12 degrees of freedom. It is clear from the above table that significance level is 0.000 at 5 percent level of significance. Hence, the hypothesis is rejected

5.2. TRANSFER
TABLE 2 FRIEDMAN RANK TEST – MEAN RANK – LEVEL OF ATTITUDE ON FACTORS CONTRIBUTING TRANSFER OF PUBLIC SECTOR BANKS

S. No.	FACTORS	MEAN VALUE	RANK
1	Transfer to different branches with different designations helps employees to learn working in different work environments	7.24	I
2	Employees likely to be transferred to different branches as per needs of the bank	6.17	III
3	Transfers to different branches provide challenging opportunities to accomplish business results	7.12	II
4	Transfer / posting mechanism is effective in placing right person in right place	5.46	V
5	Transfers are really helpful in acquiring higher performance	4.67	VIII
6	Employees are satisfied with existing transfer system	4.04	X
7	The system of awarding punishment to employees who are not willing to discharge their duties at the place they are transferred	4.49	IX
8	Employees are getting placements matching to the competence/ expertise	4.84	VII
9	Transfers to different branches improves employees overall work place competencies	5.94	IV
10	Employees are being transferred according to the Willingness of the employees	5.03	VI

SOURCE: PRIMARY DATA

It is evident that most of the respondents have given top priority to "Transfer to different branches with different designations helps employees to learn working in different work environments" as the first rank for the level of attitude on factors contributing transfer of public sector banks.

Ho:
There is no significant difference between mean ranks for the respondent's level of attitude on factors contributing transfer of public sector banks.

No of respondents 300
Calculated value 450.858
Degree of freedom 9
P-value .000

From the above it can be understood that for these rankings, the calculated value is 450.86, Degree of freedom is equal to the number of values minus 1. As 10 spending options are ranked, there are 9 degrees of freedom. It is clear from the above table that significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis is rejected.

5.3. PROMOTION
TABLE 3 FRIEDMAN RANK TEST – MEAN RANK – LEVEL OF ATTITUDE ON FACTORS CONTRIBUTING PROMOTION OF PUBLIC SECTOR BANKS

S. No.	FACTORS	MEAN VALUE	RANK
1	Promotions are in accordance with the performance of the job	5.68	V
2	Promotion to higher cadre motivates employees	6.28	III
3	Promotion gives personal satisfaction to employees	6.77	I
4	Promotion enhances status in society	6.31	II
5	Promotion policy is effective in encouraging career progression of employees	5.49	VI
6	Promotions provides opportunities to work in challenging assignments	5.16	VII
7	High performing employees should be given fast track promotions to keep them motivated	6.16	IV
8	Employee potential is properly evaluated to give promotion	5.07	VIII
9	Promotion gives better service conditions to the employees	4.65	IX
10	Satisfied with present system of promotion policy	3.44	X

SOURCE: PRIMARY DATA

It is evident that most of the respondents have given top priority to "Promotion gives personal satisfaction to employees" as the first rank for their level of attitude on factors contributing promotion of public sector banks.

Ho:
There is no significant difference between mean ranks for respondent's level of attitude on factors contributing promotion of public sector banks.

No of respondents 300
Calculated value 365.490
Degree of freedom 9
P-value .000

From the above table it is understood that for these rankings, the calculated value is 365.49, Degree of freedom is equal to the number of values minus 1. As 10 spending options are ranked, there are 9 degrees of freedom. It is clear from the

above table that significance level is 0.000 at 5 per cent level of significance. Hence the hypothesis is rejected.

6. SUGGESTIONS TO PUBLIC SECTOR BANKS

1. It was found from Friedman Rank test that the factor "Promotion of employees to higher cadre is linked with work performance" has been ranked as eighth by almost all the employees. It means that the work performances of the employees are not measured properly at the time of performance appraisal. Therefore, it can be recommended to the public sector banks to follow certain norms to assess the employees and consider the results of the assessment for promoting the employees. This practice could enhance the quality of work.
2. It is also suggested that transfer during probationary period should be done for getting exposures to different assignments in other department and it should not be done just as a change at same type of branch.
3. In some of the cases, promotions are not in accordance with the performance of the job and moreover employee potential is not evaluated properly to give promotion. Best employees are not given the correct placement. As such it is suggested that employee potential should be evaluated based on objective assessment but not on favoritism. Apart from this, performance of the employee should be directly linked to the promotion.

7. CONCLUSION

The main objective of the study is to understand the level of attitude of employees on factors contributing to performance appraisal, transfer and promotion in public sector banks. The study has contributed in the following ways. The study provided valuable compact of ideas, facts and figures that can be used by academicians, management practitioners and consultants in understanding the dynamics of relationships and resultant effects between various dimensions like performance appraisal, transfer and promotion and human resource development climate. Public sector banks have to upgrade the performance and increase the potentials of all level officials.

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