



The Study of Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks with special reference to Nasik District

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Abstract

As human beings, over a period of time we get used to working in a particular style and certain behavioral traits become an inherent part of our nature. We stop noticing some of these habits and traits, which are in fact not appreciated by others.

It is also well established and known from various reputed research sources that an important trait among effective managers is their proficiency at giving feedback to their subordinates. "Giving Effective Feedback" is definitely an important management tool and is considered as an art, which managers master over a period of time. The process of giving feedback down the corporate hierarchy is common and pervasive.

Clearly, the engagement level of team members who get real time feedback from their supervisors is better than those who hardly get to know how they are fairing vis-a-vis their supervisor expectations. These inputs, which help employees make behavioral changes and take course corrections, in turn lead to increased morale and higher confidence level. It also increases the trust level between the subordinate and the supervisor.

Keywords : Employee Satisfaction, Performance Appraisal, Private Sector Commercial Banks, Public Sector Commercial Banks

Introduction

In today's highly competitive corporate world, performance plays a key role and companies need high quality performance. It has been widely accepted that organisations that use performance management systems are better performed organisations (Bowen and Lawyer, 1992; Bulger, 1995). This is the main reason that performance appraisal has become one of the most widely researched areas (Fletcher, 2002). Performance appraisal has been generally defined as a process identifying, observing, measuring, recording and developing job relevant skills of employees (Swanepoel et al, 2000). Performance appraisals are very important in an organisation to set performance goals, standards, administer rewards, disciplinary actions and other issues (Holbrook, 2002). Fletcher (2001) argues that performance appraisal should be viewed as a process or mechanism to motivate and reward the employees. Since the performance appraisal is directly related to employee it is very important to understand the perceptions of employees towards their performance appraisal system (Kinlaw, 1988). The satisfaction and positive perception towards performance appraisal is very important in order to get job satisfaction for employees (Ellickson, 2002; Judge et al, 2001).

Objectives of the Study

1. To study the Employee Satisfaction towards Performance Appraisal
2. To study the Appraisal systems in Private and Public Sector Commercial Banks
3. To compare the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District

Hypotheses of the Study

H0: There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District

H1: There is significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District

Scope of the Study

The research study may help to provide information on the issues that the performance appraisal of every employee is important irrespective of the hierarchy and power distance. This study will help the organizations to understand that each man would be rated on his performance rather than on his personality traits and position. This study will also help in understanding the points such as Organization Strategy, Goal clarity and cohesiveness, Organization structure, management systems and styles, Work force climate and Employee management - labor



relations, The expectation of the supervisors from the subordinates, The supervisor's dual role of appraiser and counselor would be split, To prevent all ratings from clustering in a narrow "above-average" range, the ratings in each department would be spread out with each man's rating indicating his position on a normal distribution curve, Salary increases would be tied directly to the performance rating which, along with his years of experience, would be used to determine his increase from a standard table of salary curves.

Research Methodology of the Study

The study is based on analysis of basically Primary Data. The primary sources include banking personnel. A study is taken under the sampled regions to see its impact for which a questionnaire is made to collect relevant information from the primary source for the guidance of the researchers. With the help of the questionnaire, detailed discussions were made with the certain sources of primary data to understand their views, thinking and attitude which would help to give the researchers useful recommendations, if any. The questionnaire is processed with the help of statistical tools like tabulations, grouping, percentages, averages, testing of hypothesis etc.

As far as Employee Satisfaction towards Performance Appraisal is concerned, following factors are taken into consideration viz, transparency, appraisal according to his/her performance only, No other aspects outside from work frame have been influenced in appraisal, appraisal had been given with unbiased mind, reviewing also done by superior authority before imposing appraisal etc.

Research Area

Researchers selected banking personnel from Nasik district. Sample sizes of 100 industry personnel have been taken under study in which 50 from private banks whereas 50 from public sectors banks. Researcher collects data through Primary and Secondary sources. Researcher distributed 100 questionnaires among the respondents.

Review of literature

Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions by Masooma javed in International Journal of Learning & Development, ISSN 2164-4063, 2014, Vol. 4, No. 2: Job satisfaction - or lack of it - hinges on a productive, accomplishing relationship between staff and management; indeed, the success of any organization depends on staff members who enjoy their jobs and feel rewarded by their efforts. Ultimately, of all the people in the marketplace may suffer the most when this vital success factor is lacking. In earlier ages, many researchers have been directed on job satisfaction but this still remains an issue for many organizations. The ambition of this research paper is to examine the satisfaction level of the employees and helps organizations to know about the elements that influence job satisfaction. Precisely, we acquired employee empowerment and workplace environment as the antecedents to understand their effect on job satisfaction, and further the impact of job satisfaction on job loyalty, job performance and turnover intention. A self-administered questionnaire was used for data collection from several organizations. Convenient sampling technique was used and 200 questionnaires were circulated out of which 150 were nominated for further analysis. SPSS is used for data analysis statistically. The results showed significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover intention. The findings also demonstrate that there is no significant relation of turnover intention with employee empowerment and job performance.

Employee Development and Its Affect on Employee Performance A Conceptual Framework by Abdul Hameed in International Journal of Business and Social Science, Vol. 2 No. 13, Special Issue - July 2011: Employee is a key element of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development. This paper analyzes the theoretical framework & models related to employee development and its affect on employee performance. The key variables identifies related to employee development and Employee performance. The further discussion develops a proposed model which explains the relationship between employee development variables (employee learning, skill growth, self directed, employee attitude) and employee performance variable. The employee performance will affect on organizational effectiveness. The paper is divided into three parts. The introductory part provides brief overview related to employee development and its affect on employee performance. The second part analyzes the views and studies of the past researchers related to employee development and employee performance. In the end, paper presents the proposed model along with the discussion and conclusion.

Limitations of the study

1. The study is based on limited geographical area.
2. Further variables could be added for the purposes of detail study.



Data Analysis

Researcher prepared the questionnaire for respondents and distributed it among them. After receiving the questionnaire researcher analyse the questionnaire.

Table No1 : Information of questionnaire

Sr. No	Respondent Type	Questionnaire distributed	Questionnaire received	Questionnaire rejected (due to incomplete, wrongly filled etc)	Net Sample size for study
1	Private Bank Employee	50	47	2	45
2	Public Sector Bank Employee	50	46	2	44
Total		100	93	4	89

Testing of Hypothesis

H0: There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District

H1: There is significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District

Mathematically

	Private Sector Commercial Banks	Public Sector Commercial Banks
Mean	5.73	4.33
Variance	0.08	0.07
Observations	45	44
Pooled Variance	0.08	
Hypothesized Mean Difference	0	
df	87	
t Stat	-10.31	
P(T<=t) one-tail	4.8290E-17	
t Critical one-tail	1.66	
P(T<=t) two-tail	9.65792E-17	
t Critical two-tail	1.99	

**Here level of significance is 0.05

Thus, our null hypothesis "There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District" is concerned is rejected. Alternatively we accept our alternative hypothesis "There is significant difference between the Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks at Nasik District"

Findings

1. The most vital factor about Employee Satisfaction towards Performance Appraisal in Private and Public Sector Commercial Banks was transparency
2. The one more important issue is come out from this analysis in which employees expecting from management that they should give the appraisal with respect to merit only



Conclusion

From the above analysis, we can conclude that, Employee Satisfaction towards Performance Appraisal in Public Sector Commercial Banks is more Private Sector Commercial Banks at Nasik District.

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