

Performance Management System in Measuring Employees' Performance- A Comparative Study in Selected Banks

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Organization is the collection of individuals, which is run and steered by them. The performance of an organization is thus directly proportional to the sum total performance and efforts of its employees. Business results are based on the performance of the employees getting involved in the process. Hence it is essential for the organizations to measure the performance of its employees continuously for the organizational success. Banks are no exception to this. In the paper an attempt is made to better understand rater's behaviour in the form of inflated and deflated rating while using Performance Management System by studying the behaviour of raters in banking sector. In the analysis, mean, standard deviation, t-test are used. To know the rating behaviour of respondents, mean rank was calculated and Kruskal Wallis test was used. Findings reveal that raters that operate in these systems have a tendency to manipulate performance ratings in the best interest of organization and employees. It is time now for the raters to move ahead and use the right drive to exercise the right rating. The overall ratings will then contribute towards fair and consistent assessment of employees and the organization.

Introduction

Performance Management System is a set of techniques and procedures for improving organizational performance and achieving organizational success. It plays an important role in identifying the training and development needs of the people and focus on their continuous development and helps organisation to achieve competitive advantage.

Performance Management System-Conceptual Framework

R. Lansbury (1988) is of the view that Performance Management is the process of identifying, evaluating and developing the work performance of employees in the organization, so that organizational goals and objectives are most effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work needs and offering career guidance.

Manuel Mendonca and R.N. Kanungo (1990) say that Performance Management refers to the process of setting and communicating performance targets, defining evaluative criteria to be employed at different levels of performance, monitoring performance, reviewing performance, providing feedback, and also taking corrective measures to remove performance snags.

Sims (1992) observes the following challenges regarding future implications of ethics in Performance Management and Performance Management System:

- the challenge of international competition.
- the challenge of increased quality.
- the challenge of employee motivation and commitment.
- the challenge of ethical behaviour.
- the challenge of new technology

Varca and Valutis (1993) find that others' unethical behaviour worsens the performance of the highly skilled employees by as much as 25 per cent and hence makes performance management system ineffective. Therefore, developing codes of ethics is not enough, it is important right in the beginning to sensitize employees to ethical considerations and thus minimize the chances of unethical behaviour.

Dumond (1994) supports the view that the main reason for setting up a Performance Management System is the objective of becoming better. He further considers that performance measures are to be established to support the achievement of goals with the intent to motivate, guide, and improve an individual's decision making.

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Armstrong and Baron (2004) identify that performance management system helps in integrating performance management process with other critical organizational systems including leadership development, succession planning, and talent management efforts. Being an organization integrated improvement process, the system identifies specific areas of improvement and building strong linkage with the existing processes of the organization, performance management inputs, processes, outputs, and outcomes.

J.M. Kamensky (2006) observes that to have successful performance management system, it is essential to ensure that it builds competency based development plans, strong links between performance measures and programme results, transparent performance information, effective multi-source feedback mechanisms to discuss and address performance issues.

Today's business environment requires organizations to be fast, focused and adaptable to survive. The emphasis has been shifting from 'command and control system' towards a 'commitment-based system'. This change is a reflection of the growing importance of employees and their performance to the achievement of objectives and follow up strategy of organizations.

Objectives and Scope of The Study

The objectives of the present study are:

- (a) To study involvement of employees in Performance Management System in Banking sector.
- (b) To assess the Performance Management System by analyzing the rater's behaviour in banks under study.
- (c) To give suggestions and recommendations for both, the organization and the raters, engaged in appraisal in the Performance Management System so that raters can move ahead and use the right drive to exercise the right rating.

Research Methodology

Survey method was used to conduct the study. Stratified random sampling was used to select

raters in SBI and ICICI Banks. To accomplish the aforesaid objectives, the data for this study was collected through self administered questionnaire. The questionnaire constructed by the researcher contained four major groups of questions.

- 1) Involvement in actions relating to Performance Management System in SBI and ICICI bank
- 2) Rating behaviour while performance appraisals
- 3) Comparative study of rater's behaviour on the basis of functional area in ICICI bank and SBI
- 4) Open ended questions: One question was asked, whether they had rater's training for performance appraisal and when it was given. Further two Open-ended questions were constructed to get an overview of the factors which are hindering fair performance appraisal and to give suggestions to remove such hindrances respectively.

For analysis, mean, standard deviation and t-test were used to compare the rating behaviour in ICICI and SBI banks. Ranking method was used to find the preference of rating behaviour. Mann Whitney and Kruskal Walis non parametric tests were used to find out the rating behaviour as per the functional areas of the bank's employees.

Results

In the study, a total of 100 raters from the banks in Chandigarh had been approached, from whom 80 correctly filled questionnaires. Table 1 represents a profile of respondents who had participated in this research study.

Table 1: Distribution of Respondents between Two Banks

| Gender | Banks | | |
|--------|---------|---------|---------|
| | ICICI | SBI | Total |
| Male | 14(35%) | 18(45%) | 32(40%) |
| Female | 26(65%) | 22(55%) | 48(60%) |
| Total | 40 | 40 | 80 |

Distribution of respondents of ICICI bank and SBI bank was done on the basis of functional areas in the following manner:

Table 2 : Distribution of Respondents

| Areas | Bank | | Total |
|----------------|-----------|-----------|-----------|
| | ICICI | SBI | |
| Administrative | 4(10%) | 0(0%) | 4(5%) |
| Banking | 6(15%) | 0(0%) | 6(7.5%) |
| Finance | 16(40%) | 10(25%) | 26(32.5%) |
| HR | 4(10%) | 11(27.7%) | 15(18.5%) |
| Marketing | 6(15%) | 5(12.5%) | 11(13.8%) |
| Operational | 4(10%) | 7(17.5%) | 11(13.8%) |
| Securities | 0(0%) | 7(17.5%) | 7(8.8%) |
| Total | 40 | 40 | 80 |

Table 2 discloses that the respondents in both the banks are from different functional areas i.e. administrative, banking, finance, Human Resource Management, marketing, operational functions and securities management areas. In ICICI bank maximum 16 (40%) respondents are from finance area and in SBI maximum 11 (27.7%) respondents are from Human Resource Management area.

The results of the study are discussed under four major sections:

- 1) Involvement in actions relating to Performance Management System.

- 2) Rating Behaviour while Performance Appraisal
- 3) Comparison of rating behaviour while performance appraisal between two banks
- 4) Rating Behaviour- Comparison on the basis of functional area

1) Involvement in actions relating to Performance Management System

The analysis of the data regarding their involvement in actions relating to Performance Management System are entered in Table 3.

Table 3 depicts the Involvement in actions relating to ethical issues in performance appraisals in both the banks. Each statement was asked on 4 points scale (process not done, partially involved, hardly involved and driver of the process). Mean difference was found significant at 5% significance level for 3 statements (promoting on ethical culture relating to performance appraisals, communicating report on ethical issues relating to performance appraisals internally and communicating report on ethical issues relating to performance appraisals externally). Mean value of SBI bank was found to be more than the mean value of ICICI bank for all the above stated three statements. So it was inferred that SBI bank's employees are more involved in actions relating to ethical issues relating to ICICI bank.

Table 3: Involvement in actions relating Performance Management System

| Involvement Statement | Bank | N | Mean | Std. Deviation | t | df | P value |
|--|-------|----|------|----------------|--------|----|---------|
| Promoting on ethical culture relating to performance appraisals | ICICI | 40 | 2.05 | 0.60 | -5.568 | 78 | 0.000* |
| | SBI | 40 | 2.80 | 0.61 | | | |
| Implementing and ensuring good ethical practices regarding performance appraisals | ICICI | 40 | 2.70 | 0.72 | -1.493 | 78 | 0.140 |
| | SBI | 40 | 2.90 | 0.44 | | | |
| Communicating report on ethical issues relating to performance appraisals internally | ICICI | 40 | 2.05 | 0.39 | -8.025 | 78 | 0.000* |
| | SBI | 40 | 2.90 | 0.55 | | | |
| Communicating report on ethical issues relating to performance appraisals externally | ICICI | 40 | 2.00 | 0.45 | -5.687 | 78 | 0.000* |
| | SBI | 40 | 2.78 | 0.73 | | | |

*significant at .05 level

Rating Behaviour while Performance Appraisal

To understand raters' behaviour in the banks under study, it was essential to take dimensions of unethical issues (inflated rating, deflated rating). The rating behaviour is tabulated as follows:

On the basis of five point Likert's scale (Always, very often, sometimes, rarely, and never), Table 4 shows the results for the rating behavior of employees in both the banks. It was cleared that the mean of the statement "maximize the merit pay increase" was minimum (1.89) with 1st rank

so was the 1st preference while rating. Further, the statement "To minimize merit pay increase" was having the maximum mean with 13th rank, which denoted that it was the least preference for rating while performance appraisal.

Comparison of rating behaviour while performance appraisal between two banks

To compare the rating behaviour of raters in ICICI bank and SBI, mean, standard deviation and t-test were used.

Table 4 : Rating Behaviour while Performance Appraisal

| Rater's Behaviour | Mean | Rank |
|--|------|------|
| As a rater, I practise Inflated rating (if situation arises) | 2.15 | R3 |
| Deflated rating (if situation arises) | 3.18 | R10 |
| As a rater, I generally assign inflated/ deflated rating while performance appraisals so as to | | |
| Keep the employees motivated | 2.33 | R4 |
| Maximize the merit pay increase | 1.89 | R1 |
| Avoid creating a permanent record that might damage the employee's career | 2.53 | R6 |
| Good recent performance | 2.96 | R9 |
| Assist an employee with a personal problem | 2.09 | R2 |
| Liking for the subordinate personally | 2.48 | R5 |
| Avoid conflict with a subordinate | 2.81 | R8 |
| Scare better performance out of an employee to prevent eventual termination | 2.61 | R7 |
| Build a stronger case against an employee who is destined to be terminated | 3.21 | R11 |
| To minimize merit pay increase | 3.53 | R13 |
| To comply with an organization edict to keep rating low. | 3.49 | R12 |

Table 5 : Comparison of rating behaviour while performance appraisal between two banks

| Rater's Behaviour | Bank | N | Mean | Std. Dev | t | df | P value |
|---|-------|----|------|----------|-------|----|---------|
| As a rater, I practise | ICICI | 40 | 2.30 | 0.85 | 1.275 | 78 | .206 |
| Inflated rating (if situation arises) | SBI | 40 | 2.00 | 1.22 | | | |
| Deflated rating (if situation arises) | ICICI | 40 | 3.20 | 0.88 | .189 | 78 | .851 |
| | SBI | 40 | 3.15 | 1.42 | | | |
| Keep the employees motivated | ICICI | 40 | 2.75 | 0.90 | 4.892 | 78 | .000* |
| | SBI | 40 | 1.90 | 0.63 | | | |
| Maximize the merit pay increase | ICICI | 40 | 2.00 | 0.96 | 1.055 | 78 | .295 |
| | SBI | 40 | 1.78 | 0.95 | | | |
| Avoid creating a permanent record that might damage the employee's career | ICICI | 40 | 2.65 | 1.33 | .779 | 78 | .438 |
| | SBI | 40 | 2.40 | 1.53 | | | |

| | | | | | | | |
|---|-------|----|------|------|--------|----|-------|
| Good recent performance | ICICI | 40 | 3.30 | 1.57 | 1.807 | 78 | .075 |
| | SBI | 40 | 2.63 | 1.76 | | | |
| Assist an employee with a personal problem | ICICI | 40 | 2.10 | 0.90 | .155 | 78 | .877 |
| | SBI | 40 | 2.08 | 0.47 | | | |
| Liking for the subordinate personally | ICICI | 40 | 2.50 | 0.93 | .233 | 78 | .816 |
| | SBI | 40 | 2.45 | 0.99 | | | |
| Avoid conflict with a subordinate | ICICI | 40 | 2.70 | 0.97 | -.892 | 78 | .375 |
| | SBI | 40 | 2.93 | 1.27 | | | |
| Scare better performance out of an employee to prevent eventual termination | ICICI | 40 | 2.50 | 0.88 | -.840 | 78 | .404 |
| | SBI | 40 | 2.73 | 1.45 | | | |
| Build a stronger case against an employee who is destined to be terminated | ICICI | 40 | 3.85 | 1.21 | 4.184 | 78 | .000* |
| | SBI | 40 | 2.58 | 1.50 | | | |
| To minimize merit pay increase | ICICI | 40 | 3.65 | 1.03 | .922 | 78 | .359 |
| | SBI | 40 | 3.40 | 1.37 | | | |
| To comply with an organization edict to keep rating low | ICICI | 40 | 3.30 | 1.07 | -1.313 | 78 | .193 |
| | SBI | 40 | 3.68 | 1.46 | | | |

significant at .05 level

Table 5 showed that mean difference was found significant at 5% level for two statements only i.e. raters generally assign inflated/deflated rating while performance appraisal so as a) to keep the employees motivated and b) build a strong case against an employee to prevent eventual termination. Mean value of ICICI bank for the statement, raters generally assign inflated/deflated rating while performance appraisal so as a) to keep the employees motivated(2.75) was maximum and b)

build a strong case against an employee to prevent eventual termination(3.85) was maximum. So it was concluded that ICICI bank had more statistical effect on two statements.

Rating Behaviour- Comparison on the basis of functional area

To know whether rating behaviour also differ on the basis of functional areas in which respondents are operating was analysed as follows:

Table 6 : Rating Behaviour- Comparison on the basis of functional area

| Statement | Functional Area | N | Mean Rank | Chi-square test | df | P-values |
|--|-----------------|----|-----------|-----------------|----|----------|
| As a rater, I practise inflated rating (if situation arises) | Administrative | 4 | 47.63 | 14.570 | 6 | .024* |
| | Banking | 6 | 42.00 | | | |
| | Finance | 26 | 52.31 | | | |
| | HR | 15 | 33.93 | | | |
| | Marketing | 11 | 30.18 | | | |
| | Operational | 11 | 30.95 | | | |
| | Securities | 7 | 36.57 | | | |
| | Total | 80 | | | | |
| As a rater I assign inflated/ deflated rating while appraising performance as to keep the employees motivated | Administrative | 4 | 47.50 | 12.729 | 6 | .048* |
| | Banking | 6 | 60.50 | | | |
| | Finance | 26 | 44.42 | | | |
| | HR | 15 | 31.43 | | | |
| | Marketing | 11 | 44.50 | | | |
| | Operational | 11 | 34.14 | | | |
| | Securities | 7 | 27.93 | | | |
| | Total | 80 | | | | |
| As a rater I assign inflated/ deflated rating while appraising performance on the basis of good recent performance | Administrative | 4 | 44.00 | 14.857 | 6 | .021* |
| | Banking | 6 | 60.33 | | | |
| | Finance | 26 | 47.83 | | | |
| | HR | 15 | 37.83 | | | |
| | Marketing | 11 | 25.36 | | | |
| | Operational | 11 | 36.45 | | | |
| | Securities | 7 | 30.14 | | | |
| | Total | 80 | | | | |
| As a rater I assign inflated/ deflated rating while appraising performance to build a stronger case against an employee who is destined to be terminated | Administrative | 4 | 60.00 | 20.886 | 6 | .002* |
| | Banking | 6 | 64.33 | | | |
| | Finance | 26 | 43.19 | | | |
| | HR | 15 | 25.27 | | | |
| | Marketing | 11 | 40.18 | | | |
| | Operational | 11 | 45.45 | | | |
| | Securities | 7 | 24.29 | | | |
| | Total | 80 | | | | |

*significant at .05 level

To know the rating behaviour of respondents on the basis of their functional areas, Mean rank was calculated and Kruskal Wallis test was used. Table 6 showed that Significant difference was found at 5% level for the statements "As a rater, I

practise Inflated rating (if situation arises)" having maximum(52.31) mean of employees of finance area, "As a rater I assign inflated/ deflated rating while Performance appraisal so as (a) to Keep the employees motivated having maximum(60.50) mean

of employees of banking area, (b) on the basis of Good recent performance having maximum(60.33) mean of employees of banking area and (c) to build a stronger case against an employee who is destined to be terminated with maximum(64.33) mean of banking area”.

It was concluded that employees of banking area were more involved in inflated/deflated rating in the banks under study.

Research Results for Open-ended Questions

Two open-ended questions were asked to analyze the perception of raters and take their views vis-à-vis rater's training and its timing and duration and also hindrance in performance appraisals

a) Rater's training and its timing and duration:

The objective of asking the question was to know whether raters get training while appraising the performance. It was observed that in both the banks, no formal training is given to raters for performance appraisal.

It can be inferred that if banks are not providing training for performance appraisals, so there are more chances for unethical performance appraisals.

b) Hindrance in performance appraisals

An open ended question was asked to analyze the factors which hinder importance of just and fair performance appraisal in both the banks. It was observed that biasness on account of personal relations, to remain in good books of the subordinates, to take work from them in near future come as the obstacle in the way of just and fair performance appraisals.

Suggestions

From the view point of Organizations

- 1) Organizations must set clear standards and provide a sound procedure for managers in the execution of performance appraisals.
- 2) A strong culture of accurate rating and leadership from above hierarchies is must because if culture of just and fair performance appraisals is maintained at above hierarchies, then it will be followed at lower levels.
- 4) Auditing of performance appraisal to ensure

the accuracy of data gathered must be done to observe whether an effective performance management system helped to have an accurate appraisal.

From the viewpoint of Managers

- 1) On going feedback (not once or twice per year event) must be given so that continuous and uninterrupted appraisal can be done.
- 2) Carefully planned, written and face to face interviews should be conducted to appraise the performance of subordinates so that flaws can be extracted timely and actions can be taken without delays.
- 3) Managers must include Total Quality Management concept in performance appraisal.

Conclusions

Organizations spend millions of rupees on designing and implementing performance Management System. Managers that operate in these systems have a tendency to manipulate performance ratings in the best interest of organization and employees. It is utmost important to understand challenges that managers face while doing rating. It was observed that personal discretion was the parcel in the appraisal process because managers need autonomy while appraising but the short term manipulation of employee ratings can lead to inaccurate and biased judgment, which further can misguide the organization for getting right person at right job, doing right things.

SBI bank employees showed more involvement in ethical issues while appraising the performance. Both the banks under study agreed that inflated/deflated rating was assigned generally to maximize the merit pay increase. ICICI bank employees shows maximum inflated/deflated rating behaviour than employees of SBI bank. Banking employees are more involved in inflated/deflated rating behaviour as compared to other functional areas between both the banks.

Further, it is concluded that it is time now for the raters to move ahead and use the right drive to exercise the right rating in enhancing organizational and individual performance by creating an accurate unbiased picture of how well employee is performing and help the employee move forward

to achieve both personal and business goals. The overall ratings will then contribute towards fair and consistent assessment of employees and business.

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