

Impact of Performance Appraisal and Motivation on Employee's Output with Reference to Banking Sectors in Lucknow, Uttar Pradesh

Thesis

SUBMITTED TO
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY, LUCKNOW

BABASAHEB
BHIMRAO
AMBEDKAR
UNIVERSITY



प्रज्ञा शील करुणा
ESTABLISHED 1996

FOR THE AWARD OF THE DEGREE OF
Doctor of Philosophy
in
MANAGEMENT

Supervisor
Prof. M.S. KHAN
Head & Dean

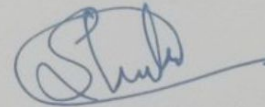
Research Scholar
SHWETA PANDEY
Enrolment No- 862/13

DEPARTMENT OF RURAL MANAGEMENT
SCHOOL FOR MANAGEMENT STUDIES
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY
(A CENTRAL UNIVERSITY)
VIDYA VIHAR, RAEBARELI ROAD, LUCKNOW-226025
UTTAR PRADESH, INDIA

2019

DECLARATION

I, **Shweta Pandey**, student of Ph.D. hereby declare that the thesis titled "**Impact of Performance Appraisal and Motivation on Employee's Output with Reference to Banking Sectors in Lucknow, Uttar Pradesh**" has been prepared by me under the supervision of **Prof. M.S. Khan**, Head & Dean, Department of Rural Management, School for Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. No part of this thesis has formed the basis for the award of any degree, diploma or fellowship previously. Further, I declare that the material embodied in the present work is based on original research work and the indebtedness to others has been duly acknowledged at relevant places. I also declare that the thesis is essentially free from all kinds of plagiarism.



(**Shweta Pandey**)

Enrolment No: 862/13

Department of Rural Management,
School for Management Studies,
Babasaheb Bhimrao Ambedkar University

Lucknow- 226025

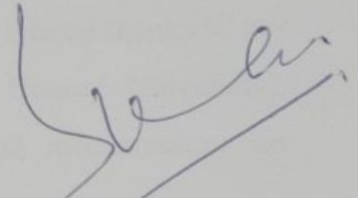
Uttar Pradesh, INDIA.

CERTIFICATE

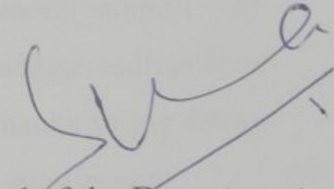
This is to certify that the thesis titled “**Impact of Performance Appraisal and Motivation on Employee’s Output with Reference to Banking Sectors in Lucknow, Uttar Pradesh**” submitted by **Ms.Shweta Pandey** is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma to this or any other university.

The thesis submitted to Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the *Doctor of Philosophy (Ph.D.) regulations -1999 as amended in 2008/2010/2013* and it is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the University.

Date: 1/07/2019



Supervisor



Head of the Department
विभागाध्यक्ष
ग्रामीण प्रबंधन विभाग
बी०बी०ए०सू० केन्द्रीय विश्वविद्यालय
लखनऊ-२२६०२५

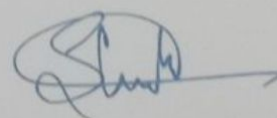
ACKNOWLEDGEMENT

I would like to extend my sincere appreciation and gratitude to all people who help in making this thesis possible. I begin in the name of Almighty, most merciful. Many thank to my almighty for providing me the strength and the emotional support throughout my work. I owe my deepest gratitude to those who have helped me through the process of completing this thesis. My most profound thankfulness goes to my supervisor **Prof. M.S. Khan**, Head & Dean, for all his patience, relentless support, guidance, creativity and deliberations that made this study for what it is, without his understanding, consideration and untiring advice, this thesis would not have been feasible.

The financial assistance of the University Grants Commission (UGC) towards this research is hereby acknowledged which helped me a lot in attending relevant seminars /conferences /workshops within and outside my native city. This contributed to enriching my knowledge pool on the topic. A special thanks to my University, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow for providing me the appropriate ambience and infrastructure for undertaking this research successfully.

Many thanks to all the faculty members for their continuous moral support. My special appreciation to my dear mother Mrs. Sushila Pandey, whose endless love and support throughout my life can never be repaid. Special thanks to my father Capt. O.P. Pandey and my family friends for their support & encouragement.

I am also thankful to my family and friends Divya Mishra, Avinashi, Raveesh, Rishish, Shubhangi and all the managers and staff members of various (Public & Private) banks who spared their valuable time and directly or indirectly helped me to conduct this survey & research in a better way.



(Shweta Pandey)

Enrolment No: 862/13

PREFACE

Performance appraisal is one of the main functions of human resource management. It is being useful not only for the Management but also for the employees so that they can know and understand about their performance from the Management Point of view. The motivation is influenced by both financial and non-financial incentives. Motivation can be developed by its own. People who actually demonstrate their excellence have identified their motivations and worked harder to develop them individually. They have added some of the knowledge, skill, experience and practice to consistently produce at the highest levels. Sometimes inspirational quotes, stories and poems help in motivating too. Powerful positive imagination also stimulates visualization in the conscious and sub-conscious brain, which encourages self-motivation, developmental behaviour, confidence and belief. People become highly motivated to achieve and do better when they have experienced and create feelings of success and achievement. A good employee appraisal can do wonders for the employee's morale, performance and motivation, while a bad one can ruin his enthusiasm for the job. The impact of job satisfaction will lead to a good relationship between employees and organization and increase belief in the workplace. This Research will help in determining the impact of performance appraisal, motivation and employee performance on the organization as well as will also help in knowing the current appraisal practices followed in private and public sector banks. This study will further through the light in finding out what HR interventions seem to make performance appraisal systems more effective in general of the public and private sector banks.

EXECUTIVE SUMMARY

This study is organized into nine chapters that are Introduction; Review of literature; Research Methodology; Descriptive Analysis; Data Interpretation; Result and Findings; Suggestions and Recommendations; Limitations and lastly Conclusions.

The First Chapter is an Introductory in nature and is a prelude to a need of the research study highlighting the relevance of the topic. Further, the introduction intends to give the crux of the research. The chapter explains the importance of the topic, what are the essentials of the research. It justified the significance of the topic and the theories related to the topic and providing a theoretical setting of the study.

The Second Chapter provides a theoretical base of the research and the Review of the Literature was exhaustively detailed giving grounding on which research process was designed. The definitions are constructed and given over a period of time by the author and various researchers and the policy maker. It also gave the outline of the work done in the relevant area in different countries providing an academic base for the continued research in an appropriate direction.

The Third Chapter presents Research Methodology and design adapted for the studies. It gives an account of research objectives, the scope of the research, the research methodology, the design of the research, significance and the need for the research and the necessary hypothesis. The research design is a mix of descriptive and exploratory research technique. It further gave an explanation of the population under study to which the results of the research can be efficiently applied.

The Fourth Chapter is Descriptive Analysis chapter which presents the results for all the research objectives. The research provides a descriptive analysis of the banks like

gender, the occupation of the study, pie chart, percentage and the variables of the objectives outcomes construct in a table.

The Fifth Chapter is Data Interpretation discusses the current trends and status of the banks including tables and figures. Data interpretation consists of the details of the usage of Chi-Square and Mann-Whitney test. The research has a comparative analysis between public and private sector banks.

The Sixth Chapter includes the Results and Findings outcomes of the study. It has the objective wise result in which the impact of performance appraisal is discussed and which has an impact more than the other one and the perception of the managers is discussed.

The Seventh Chapter includes the Suggestions and Recommendations related to the study in which the theoretical impact of P.A and perception of manager is suggesting the facts and situations and also followed by the research for the future directions.

The Eighth Chapter includes the Conclusions relating to the research and followed by the problems faced during the study which includes all the factors including time constraints, limited area, and unavailability of managers on time and lastly, the references of the study. The sources from the books, internet sources, articles, Google search and other sources used in the research.

TABLE OF CONTENTS

Sl. No.	Topics	Page Number
I	Title Page	i
II	Declaration	ii
III	Certificate	iii
IV	Acknowledgement	iv
V	Preface	v
VI	Executive Summary	vi
VII	Table of Contents	viii
VIII	Chapterization	ix
IX	List of Figures/Charts	xi
X	List of Tables	xiii
XI	Abbreviations	xv
Chapters		
1	Introduction	1
2	Review of Literature	36
3	Research Methodology	61
4	Data Analysis	73
5	Data Interpretation	102
6	Results and Findings	159
7	Suggestions and Recommendations	167
8	Conclusions	172
	Bibliography	177
	Annexures	207
	Appendices	212

Sl. No.	Chapterization	Page No.
1	Chapter 1 – Introduction	1-35
1.1	Introduction of Performance Appraisal	1
1.2	Motivation Defines	18
1.3	Process of Motivation	21
1.4	Banks of India	33
2	Chapter 2 – Review of Literature	36-60
2.1	Introduction	36
2.2	Conceptual Framework of Performance Appraisal	37
2.3	Literature Review Method	38
2.4	Performance Appraisal and Motivation Concepts and Definitions	39
2.5	Performance Appraisal Sources	47
2.6	Purpose of Performance Appraisal	51
2.7	Banking Research of Public and Private Sectors	54
2.8	Analysis of the Banking Sector	57
2.9	Objectives of Research	59
2.10	The Hypothesis Testing of Objectives	59
3	Chapter 3 – Research Methodology	61-72
3.1	Introduction	61
3.2	Statement of the Research Problem	63
3.3	Need of the Study	64
3.4	Scope of the Study	64
3.5	Objectives of the Study	65
3.6	Research Hypothesis	66
3.7	Research Design	67
3.8	Reliability Analysis for the Questionnaire	71
3.9	Research Gap	72
4	Chapter 4 – Data Analysis	73-101
4.1	Demographic Description	74

4.2	Descriptive analysis of Performance Appraisal Variables	76
5	Chapter 5 - Data interpretation	102-158
5.1	Objective Wise	102
5.2	Alternate Hypothesis Formulation	105
5.3	Hypothesis Testing	106
5.4	Comparative Analysis of Public and Private Sector Bank Managers Regarding the Impact of Appraisal And Motivation Factors on Employee Performance	116
6	Chapter 6 - Results and Findings	159-166
6.1	Objective wise Results and Findings	159
7	Chapter 7 - Suggestions and Recommendations	167-171
7.1	Suggestions	167
7.2	Directions for Future Research	170
8	Chapter 8– Conclusions	172-176
8.1	Conclusions	172
8.2	Challenges of the Study	174
	Bibliography	177-206
	Annexures	207-211
	Appendices	212-232

LIST OF FIGURES / CHARTS

Figure/ Chart No.	Name	Page
Figure 1.1	Process of the performance appraisal	7
Figure 1.2	Process of Motivation	21
Figure 1.3	Motivation Theories	23
Figure 1.4	Maslow's Hierarchy Theory	23
Figure 1.5	ERG Theory	24
Figure 2.1	Key Elements of Performance Appraisal Management	43
Figure 2.2	Fletcher Model of Performance Appraisal	51
Figure 2.3	Effective Performance Management Outcome	53
Figure 4.1	Gender	74
Figure 4.2	Education	75
Figure 4.3	Level of Wage Affecting Performance	77
Figure 4.4	Rewards	78
Figure 4.5	Motivation	79
Figure 4.6	Promotion Opportunities	80
Figure 4.7	Talents of the Employees	81
Figure 4.8	Rewarding Mechanism	82
Figure 4.9	Actual Promotion	83
Figure 4.10	Responsibility and Authorization	84
Figure 4.11	Fair Consistent Basis	85
Figure 4.12	Manager Involvement	86
Figure 4.13	Inclusive Evaluation	87
Figure 4.14	Feedback of Evaluation	88
Figure 4.15	Employees Believe	89
Figure 4.16	Overall Effectiveness of Current Practices	90

Figure 4.17	Regular Monitoring of Performance	91
Figure 4.18	Employee Appreciation	92
Figure 4.19	Using Appraisal as a Tool for Promotion Standards	93
Figure 4.20	Discussions After Evaluation	94
Figure 4.21	Manager's Opinion of Appraisal	95
Figure 4.22	Manager's Intent to Improve	96
Figure 4.23	Manager's Agreement with Results	97
Figure 4.24	Impact of Results on Managers	98
Figure 4.25	Employee Feelings of Results	99
Figure 4.26	Expected Results	100
Figure 4.27	Manager's Satisfaction with Current Performance Appraisal System	101
Figure 5.1	Test of Hypothesis Test Summary 1	118
Figure 5.2	Test of Hypothesis Test Summary 2	119
Figure 5.3	Test of Hypothesis Test Summary 3	132
Figure 5.4	Test of Hypothesis Test Summary 4	142
Figure 5.5	Test of Hypothesis Test Summary 5	157

LIST OF TABLES

Table No.	Name	Page
Table 1.1	Banks of India	33
Table 2.1	Traditional and Modern Methods of Performance Appraisal	40
Table 2.2	Dimensions of Performance Appraisal and Performance Management	54
Table 4.1	Gender	74
Table 4.2	Education	75
Table 4.3	Level of Wage Affecting Performance	76
Table 4.4	Rewards	78
Table 4.5	Motivation	79
Table 4.6	Promotion Opportunities	80
Table 4.7	Talents of the Employees	81
Table 4.8	Rewarding Mechanism	82
Table 4.9	Actual Promotion	83
Table 4.10	Responsibility and Authorization	84
Table 4.11	Fair Consistent Basis	85
Table 4.12	Manager Involvement	86
Table 4.13	Inclusive Evaluation	87
Table 4.14	Feedback of Evaluation	88
Table 4.15	Employees Believe	89
Table 4.16	Overall Effectiveness of Current Practices	90
Table 4.17	Regular Monitoring of Performance	91
Table 4.18	Employee Appreciation	92
Table 4.19	Using Appraisal as a Tool for Promotion Standards	93
Table 4.20	Discussions After Evaluation	94
Table 4.21	Manager's Opinion of Appraisal	95
Table 4.22	Manager's Intent to Improve	96
Table 4.23	Manager's Agreement with Results	97
Table 4.24	Impact of Results on Managers	98

Table 4.25	Employee Feelings of Results	99
Table 4.26	Expected Results	100
Table 4.27	Manager's Satisfaction with Current Performance Appraisal System	101
Table 5.1	Test of Hypothesis H01a	107
Table 5.2	Test of Hypothesis H0b	108
Table 5.3	Test of Hypothesis H0c	109
Table 5.4	Test of Hypothesis H0d	110
Table 5.5	Test of Hypothesis H0e	111
Table 5.6	Test of Hypothesis H0f	112
Table 5.7	Test of Hypothesis H0g	113
Table 5.8	Test of Hypothesis H0h	114
Table 5.9	Chi Square Total	115
Table 5.10	Types of Bank	116
Table 5.11	Contingency Table	120
Table 5.12	Test of Hypothesis HA2a	125
Table 5.13	Test of Hypothesis HA2b	126
Table 5.14	Test of Hypothesis HA2c	127
Table 5.15	Test of Hypothesis HA2d	128
Table 5.16	Test of Hypothesis HA2e	129
Table 5.17	Test of Hypothesis HA2f	130
Table 5.18	Types of Bank	131
Table 5.19	Contingency Table	133
Table 5.20	Test of Hypothesis HA3a	137
Table 5.21	Test of Hypothesis HA3b	138
Table 5.22	Test of Hypothesis HA3c	139
Table 5.23	Test of Hypothesis HA3d	140
Table 5.24	Types of Bank	141
Table 5.25	Contingency Table	143
Table 5.26	Test of Hypothesis HA4a	148
Table 5.27	Test of Hypothesis HA4b	149
Table 5.28	Test of Hypothesis HA4c	150
Table 5.29	Test of Hypothesis HA4d	151
Table 5.30	Test of Hypothesis HA4e	152
Table 5.31	Test of Hypothesis HA4f	153
Table 5.32	Test of Hypothesis HA4g	154
Table 5.33	Types of Bank	155
Table 5.34	Contingency Table	158

ABBREVIATIONS

DOF	Degree of Freedom
Ho	Null Hypothesis
H1	Alternate Hypothesis
UGC	University Grant Commission
χ^2	Chi square Calculated
χ^2_{tab}	Chi square Tabulated
PA	Performance Appraisal



Chapter – 1

Introduction



CHAPTER – 1

INTRODUCTION

In this section, the researcher deals with an introductory in nature and is a prelude to a need of the research study highlighting the relevance of the topic. Further, the introduction intends to give the crux of the research. In this chapter the importance of the topic, what are the essentials of the research is given. It justified the significance of the topic and the theories related to the topic and providing a theoretical setting of the study.

1.1 Introduction of Performance Appraisal

A performance appraisal (PA) is being referred to the performance review, (career) development discussion, performance evaluation, or employee appraisal is the method in which the evaluation and the documentation of the employee are done to see the job performance. The PA is a standard review of the employee performance in the organization and it is also a part of the career development. Performance appraisal as “comparing the employee’s present and past performance to his/her performance standards. Performance appraisal is to reinforce and sustain the change; performance management assists the organization to develop workers with skills that align with the organization's change, goals and to determine employee skills deficits that require development and strengthening. Now to successfully implement the change, organizations need to align the performance of their workforce with the change – that is people must understand what they need to do, what they been able to do it, and it has been supported in doing it by appropriate incentives and rewards. This study highlights that employee performance plans in any organization should assign quantifiable and measurable objectives for employee performance which can later be

recognized for rewarding positive behaviours and approaches in the change process. Lastly, aligning individual and organizational performance management systems drive new behaviour and gradually shifts the organizational culture in support of the change vision. Maximization of the performance of organizations has been one of the main concerns for an organization (Bob cardy,1997). Good organization performance is directly dependent upon the employee's performance. A steady satisfactory performance of an employee does not happen automatically. It requires important ingredients such as Managerial standards, Knowledge, Commitment, Skill and Performance appraisals which has a direct impact on employee's performance. Here, performance appraisal is the cynosure. There is a brief introduction of the past of the performance appraisal. It is the origin which is used to be traced by the pioneering motion and time studies by the 20th century to the Taylor's. The PA system was started and implemented in the 1940's the merit rating and the utility of the system was done with the initial point which is near to the II World War as the method of employee's wages and justifying the system(Lillian & Sitati,2011). Most of the banks which are making employed the performance management system for the purpose of enhancing the employee's performance because that leads to the goal of the organizational performance. (Poulakis,2009) has said that the PA is a very vital process so it is considered as the weakest point for managing human resources. It is an important tool for managing the performance appraisal employee's work very efficiently. (Armstrong, 2001) it is said that the behaviour of a performance where the way of the organization teams and each employee get their work the job done. (Mooney, 2009) they have suggested that the performance appraisal is not only based on the result of an employee but also related to behaviour and activity of an employee's which they adopted to be accomplished for their goals.

PA is a systematic general and the episodic process which has been evaluated a particular employee's productivity & the job performance in which the standard criteria and the organizational goal is pre-defined. The factors relating to individual employees are measured as well such as accomplishments organizational citizenship behaviour strengths, weaknesses and the potential for future improvement, etc.

For collecting the PA the data we required are largely three main methods: personnel, judgmental evaluation and production personnel. Judgmental evaluation is used for the diversification of the evaluation of techniques. In the earlier period PA has been conducted annually(long- cycle appraisal) now a day's many of the organizations are adopting the shorter cycles like (every six months, every quarter) and some of the organizations are adopting very short cycle or for the continuous feedback methodology (weekly, bi-weekly) PA. The interview is the process for the functioning of the "training and development of employees, providing them feedback to employees, conveying and discussing compensation, disciplinary actions or job status PA is frequently involved in a performance management system. PA which may assists to the subordinates for answering the two keys question: first, "What are your expectations from me?" and the second question is, "How am I going to meet your set expectations?"

Performance management systems are used mainly for "to manage and align" all the resources of an organization's for achieving the highest possible performance. The management of the performance is managed in the organization at the large amount for the success or the failure of the organization. For improving the PA there should be the highest priority given to the modern organization of an organization's resources in a manner to achieve the highest possible performance.

PA has some of the real implementing tools like performance improvement test validation termination, promotion and many more. As it has the probable advantages of PA there is also has some drawbacks for the communication purpose it has instance facilitating potential management employees. It may have legal issues as the employees sometimes don't get a satisfying result with the PA process. PA is created in the United States for determining the useful but not necessary for transferable cross-culturally.

1.1.1 Why it is Important?

Simply put, it is the observation and evaluation of an employee's work behaviour and actions for the purpose of making decisions about the staff member. These decisions may include wage, salary, and benefit determinations; promotion, demotion, transfer, or termination actions; and coaching and counselling, training, or career development options. There are three basic functions of an efficient performance appraisal: To provide enough advice to staff members for their performance. There is a chance for face to face and modifications or changes to offered performance objectives. To provide the data to the administrator for evaluating the staff members and judge them for future job coursework and reward. The view of performance appraisal has become an almost universally established fact of life in most organizations. It often serves as the basis for other human resource systems, such as salary management, career development, and selection processes. Because of all of these uses for the performance appraisal process, it is increasingly important that school leaders more than ever need to improve their managerial and supervisory skills in such areas as creating individual performance standards, getting employee commitment to performance standards, and conducting interim and end-of-year performance appraisal meetings.

1.1.2 Objectives of Performance Appraisal

Performance Appraisal is the process of managing the performance and improvement of an employee or grouping of employees are on the job and the perspective for their future growth can be done with the following objectives in mind:

It is different from merit rating as it is wider than merit rating .it focuses on the performance and future potential whereas, merit rating is detrimental to decide salary increment. It aims to develop rational bases for personnel decisions. It measures what the person does (performance) whereas merit rating measures what the person is (traits). It is a process consisting of a series of steps. It is a systematic and scientific analysis of an employee's strength and weaknesses in terms of the job. It is a completely objective, rational, formal, and scientific study. It is a continuous and perpetual process and the employee is evaluated time to time under a definite plan. It is done to collect information necessary for reaching an objective and correct decisions on employees.

1.1.3 Evolution of the Performance Appraisal

Formal evaluation of employees is believed to have been adopted for the first time during the 1stWorld War. The US army has adopted the rating system in which man to man-rating is done for evaluating the military personnel. Hourly paid workers were evaluated during 1920-1930 on the basis of rating scores in industrial units. Earlier appraisal system was termed as merit rating. In 1950 the performance appraisal techniques came into the picture and were applied on technical, professional and managerial personnel. From 1950 to till the date tremendous changes have been made in the concept of performance appraisal.

1.1.4 Purpose and Significance of the Performance Appraisal

The purpose of the PA is to make employees aware of their performance and their shortcomings. To facilitate and provide the raw material for various personnel decisions like salary hike, increments, promotions transfer, rewards, punishment etc. to provide a database for making a decision related to training needs. To identify the strengths and weaknesses of an appraiser. To motivate and provide coaching, counselling mentoring to the subordinates. To judge analyze and ultimately develop the individual is the goal of performance appraisal. To test the effectiveness of recruitment, selection, placement and induction programme.

The significance of performance appraisal is that it guides the employees, manager and personnel specialist to take appropriate actions to improve their performance. It provides raw material to decide upon salary hikes, promotion and other adjustments related to compensation. It is detrimental in identifying training and development needs. It helps in making decisions related to career planning and development. It can be implied on strengths and the weaknesses for the personnel department staffing procedure. The errors can be found for the job analysis information human resource management and the other parts of the personnel management system of the information. The inappropriate hiring system may lead to the wrong counselling decisions It helps in diagnosing the errors related to job design. It helps in diagnosing the errors related to job design. It helps in getting assured that internal placement decisions are not discriminatory. It uncovers the problems related to external challenges such as family, financial health, or other personnel matters, the assistance can be given only if uncovered. It gives an indication of the performance of human resource function.

1.1.5 Advantages of Performance Appraisal

The performance is an investment for the organization which is warranted by the following advantages: encouragement will help the supervisor for promotion programmes for the employees. Compensation helps for packages of employees and through that rating is possible it includes bonus, salary, extra benefit, allowances, etc. There will be an employee's development through a designed process of performance appraisal which can be framed training, policies and programmes. The performance appraisal will help the employees or supervisor to understand the importance of the selection validation. There should be effective communication in an organization between employees and employer. Motivation is the tool for performance appraisal through which evaluation of employees is done. This will help in motivating the person for the betterment of the job and will improve the performance in future

1.1.6 The Process of Performance Appraisal

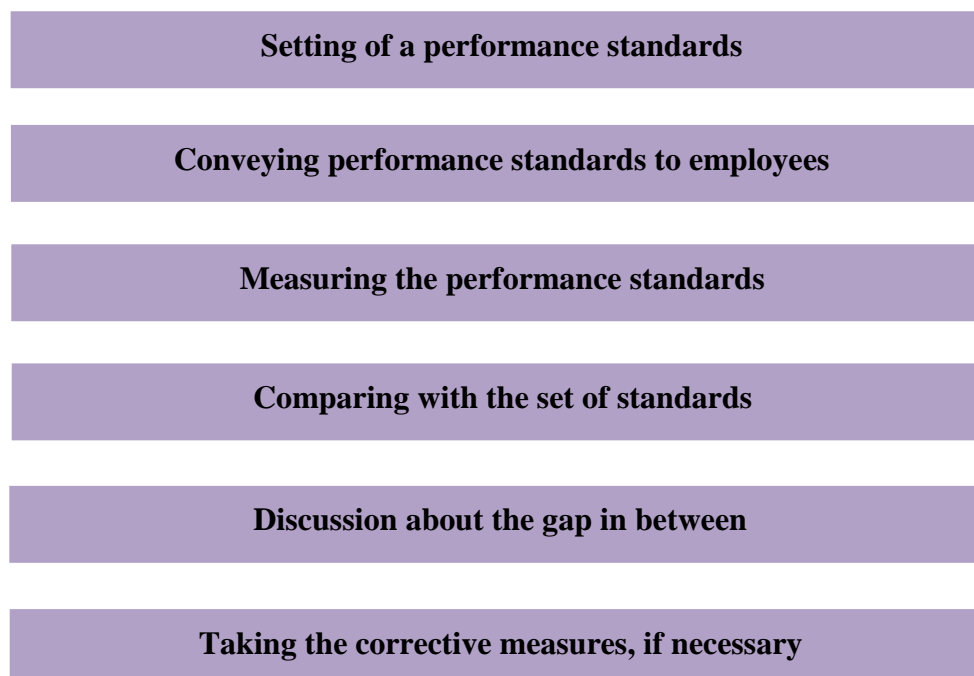


Figure1.1- Process of the Performance Appraisal

The process begins with the setting of the criteria to be used for the appraisal of the employees. The criteria should have a clear objective formal or in writing. The criteria are being discussed with the subordinates either with the work performance or the characteristics. The final draft which is made is then measured by choosing the right technique of measurement and identifying the internal or external factors influencing performance. The basic fundamentals of the performance appraisal are to evaluate the performance of the employees with each other so that what is to be measured and how is to be measured. After comparing the standards of the employees the gap will reveal which may be positive or the negative. Positive means the actual performance which exceeds the standard performance and negative means the standard performance exceeds the actual performance. At last, having a healthy discussion with the employees the required steps are taken to improve the overall performance of an individual.

1.1.7 Essential of Good Performance Appraisal System

- i. To effective, a performance appraisal system should the following requirements:
There should be mutual trust between employees in the organization. It is necessary to have a discussion among employees for an appraisal so that faith can be developed.
- ii. The clearance of the objective should be made very specific to each and everyone. The system should be fair and transparent that it should be beneficial for both employee and organization.
- iii. There should be defined criteria for performance should be developed. This forms the procedures, techniques for standardization and the employees should be fully aware of standards.
- iv. The training should be given to evaluating the employees and should be provided with the skills, knowledge, appraisal interview, rating errors etc
- v. Job-Related the job-related behaviour should be there to evaluate.
- vi. The documentation of the employees will encourage the managers to make conclusions and minimize the biases.

1.1.8 Uses of Performance Appraisal System

- i. It is used in Human resource planning in the organization
- ii. Used in Recruitment and selection of the company
- iii. It is used for Training and development programmes in the organization
- iv. Used for Career planning and development in the company
- v. The Compensation programs are made
- vi. The Internal relation of the employees get stronger
- vii. The Assessment of the employees get potential

1.1.9 Factors of Performance Appraisal

1.1.9.1 Performance: The appraisal of an employee is directly dependent on the performance that he has shown over a period of time. Every business wants to maximize its profits and depends upon the collective effort of its employees to achieve it. If certain employees perform up and above the expectations and help the company to achieve better results, the organization would appreciate their efforts and give them a raise in their salary. However, employees who have not performed to their full potential and have not led to any major contribution to the company may not find any such favours from the organization.

1.1.9.2 Teamwork: The way you behave in your office also has a huge impact on the appraisal process. If you are known as a team player and help your colleagues to improve their performance, it is highly likely that the organization would recognize your efforts and reward you handsomely. This is one of the prime reasons that some employees whose performance has not been exceptional still manage to have a healthy rise in their appraisals. On

the other hand, if you are someone who spreads rumours and negativity in the workplace, there is a possibility that you would have a tough time during your appraisals.

1.1.9.3 Attendance: While it is ok to take a day off once in a while, but frequent absenteeism can hamper your appraisal. Once you start calling in sick, your managers develop a negative perception which is hard to shed. Tardiness on your part can also affect your appraisal as organizations put this to intense scrutiny. Various surveys have found that 'average' employees who have lesser absenteeism and are punctual get more favours from the managers, and this is one of the important factors that play a part during your appraisal.

1.1.9.4 Assertiveness/Motivation: Assertiveness and motivation are important characteristics that every organization looks forward to in their employees. Employees who go about their jobs with vigour and excitement, take initiatives and show a desire to perform exceptionally are looked upon highly by the managers. Employees with a positive attitude and self-belief are respected by the organization and are likely to be rewarded for their efforts.

1.1.9.5 Knowledge: A friend of mine was disappointed when she came to know that her colleague had been awarded a higher rating than her, even though she had generated more sales. She was in a dilemma for a few days before her manager sensed the situation and decided to have a word with her so that there is no ambiguity. He told her that, the reason she was not able to get a very good rating was that she lacked process knowledge. Ignorance about your products can hamper your customer experience besides marring the reputation of your company. When you do not know enough about your

products, it is difficult to convince the customers about the benefits that they will derive from it.

1.1.9.6 Skills: Organizational skills reflect your managers that you know how to prioritize your more important tasks. A well-organized employee is always ready for any additional responsibilities and the managers can trust him for his ability to get something done. Organizational skill is an important attribute and plays an important part in the appraisal process.

1.1.9.7 Service: If you are someone who has generated a lot of revenue for your company at the cost of your customer service, then there is a likelihood that your managers would not be able to rely on you, and your relationship with them would be marked by a trust-deficit. Complaints of the customer are very crucial for the organization as it has a very bad result that any action can be taken against you. Employees who deal with customers of the organization should make sure that they fulfil the required complainants. This is essential as ‘employee client relations’ will be responsible for bringing revenue to the organization. Employees who do a good job here will definitely receive a bonus.

1.1.9.8 Need for Performance Appraisal: The need for the performance appraisal system is to provide the information regarding the performance ranking system based on the decisions regarding conformation transfer promotion salary fixation and demotion takes place. It prevents the grievances and in disciplinary activities in the company. It provides information which helps to advise the subordinate. It provides feedback information about the level of achievement and behaviour of a subordinate. Provides information to diagnose deficiency in employee regarding skill, knowledge, determine

training and development needs and to prescribe the means for employee growth provides information for correcting placement.

1.1.10 Methods of Performance Appraisal

1.10.1.1 Past –Oriented

- i. Ranking Method:** The subordinate is required to rate the ranking system on overall performance. This rank has been putting the man in order. This method is used to rank the one group of the worked employee against the other worked employee. The Comparative location of the specific employee is being tested in its numerical rank. The ranking is done by the performance of a person against another competitive group.
- ii. Checklists and Weighted Checklists:** In this method, the description of a large number of statements of specific jobs are given. The weight or the scale of value attached to the statement. The rating of an employee is overlooked by the supervisor statements very personally which describe the behaviours of an employee individually. The statement which is checked by the rate is scored by the rating sheets on averaging the weights. There is a construction of the checklists for the known jobs. The judges used to categorize and assigned them according to the value given by judges.
- iii. Forced Choice Method:** In this rating system a statement of series is given about the employee and these type of statements are being approved by a two or more and the rating system then shouts the statement of the least and the most employees who are descriptive in nature.
- iv. Forced Distribution Method:** There is a ranking technique where the allocation of the certain percentage rates the required categories (eg: above

average, average, superior) or percentage (eg: bottom 20%, top 10% etc). The function of a PA is designed with both the number of categories and percentage of which employees allotted and the format to each category. The outstanding workers are placed in merit which may be 10% of the rate others may be 20% good 40% outstanding, 20% fair and 10 % fair.

- v. **Critical Incident Techniques:** The methods have the managers preparing the lists of statements with effective and ineffective behaviour of an employee. The event which is used to represents the outstanding phase or the poor behaviour of the employees which is having critical incidents or the jobs. The managers used to upgrade the logs of an individual employee where the critical incidents and the periodical records of the worker's behaviour are maintained. The rating period is used for the recording of critical incidents to evaluate the worker's performance. The officer used to attend the customer complaint patiently. He was very respectful and prompts in solving the customer's query.
- vi. **Field Review Method:** This is an appraisal by someone outside the assessor's own department usually someone from the corporate office or the HR department. The outsider reviews employee records and holds interviews with the rate and his or her superior. The method is primarily used formaking a promotional decision at the managerial level. Field reviews are also useful when comparable information is needed from an employee in different units or locations.
- vii. **Confidential Report Method:** In this method, each employee is rated confidentially by one or more senior officers for his performance. A confidential report by an immediate supervisor is still a major determinant of the subordinates or transfer. The report deals with the year's work and the

general opinion of the rater towards the employee. The main problem with this method is that it is not data-based and the appraisal is done of impressions.

viii. Essay Method: In the essay method the rater must describe the employee within a number of board categories such as:

- i. The rater's overall impression of the employee's performance.
- ii. The promo ability of the employee.
- iii. The jobs that the employee is now able or qualified to perform.
- iv. The strength and weakness of the employee and the training and the development assistance required by the employee. Although this method may be used independently it is most frequently found in combination with others. It is extremely useful in filling information gaps about the employee that often occur in the better-structured checklist method.

1.10.1.2 Future Oriented

- i. **Management by Objectives:** According to Prof. Reddin, "M.B.O. is the established of effectiveness areas and effectiveness standards for managerial positions and the periodic conversions of these into measurable time-bound objectives linked vertically and horizontally and with future planning."

According to S.K. Chakarvarty, "M B O may be defined as a result centred non-specialist operational managerial process for the effective utilization of material, physical and human resources of the organization by integrating the individuals with the organization and organization with the environment ."

Steps of Management by Objectives

- a. The first step is to establish the goals each subordinate is to attain. In some organization superiors and subordinates work together to establish goals in other, superior establish goals for subordinates. The goal typically refers to the desired outcome to be achieved. These goals can then be used to evaluate employee performance.
- b. This involves the performance standard for the subordinates in a previously arranged time period. As subordinates perform, they know fairly well there is to do what has been done and what remains to be done.

ii. Psychological Appraisals

- a. This method is future-oriented. Psychologists assess an individual's future potential and not past performance.
- b. The psychological says that the evaluation for a specific job opening for which global assessment and person is considered for its future calibre from which evaluation is made, placement is done and development of decisions takes place for career enhancements.

- iii. Assessment Centers:** In this method, a group of employees is given an opportunity to share working style and strengths. Employee success does not hinge on one or two interviews. Employees don't have to work in a different environment. Employees gain valuable practice for next time. It is a fairer, more equitable practice. Candidates are assessed by a group of trained assessors and against job-related criteria. Individual biases should not be a factor and decisions on candidates are made entirely on the grounds of how

well they will perform at the job for which they are being recruited, as reflected in the criteria they are perceived to be fair by candidates.

- iv. **360° Performance Appraisal:** The appraiser may be any person who has thorough knowledge about the job content, contents to be appraised standards of contents and who observes the employee while performing a job. The appraiser should be capable of determining what is more important and what is relatively less important. He should prepare reports and make judgments without bias. Typical appraisers are a supervisor, peers, subordinates employees themselves users of service and consultants. Performance appraisal by all these parties is called “360° Performance Appraisal”.
- v. **Behaviorally Anchored Rating Scales:** In this method, the critical areas of the job performance and the most important behaviour for getting results are determined in advance. This method is a combination of graphic rating scales and critical incidents methods. The assessor observes that the job behaviour of an employee and compares these observations with BARS. It is a method to have a comparison between actual behaviour and the expected behaviour in the light of BARS. This method is to provide feedback to the employees and it is a very expensive and time-consuming method. The focus is more on activity rather than the result. It is found that it is highly superior to the traditional method.
- vi. **Human Resource Accounting Method:** The method of human resource is the major asset of any organization and a large amount of money is spent to maintain and develop the human resource. In this method, performance is judged in terms of the worth of the employees that the money being spent and the contribution given by the employee. Its cost of human resource means that

the expenditure incurred on resource planning, recruitment, indication, selection, compensation, training etc. this method shows the reflection of the performance of the employees through the difference between the contribution and cost.

1.10.2 Limitations of Performance Appraisal

The main problems involved in performance appraisal are as follows:

- 1.10.2.1** Sometimes errors occur in rating.
- 1.10.2.2** There is a halo effect occur between high and low
- 1.10.2.3** Sometimes the picture is made of a person on the basis of appearance
- 1.10.2.4** There are personal biases due to likes and dislikes of the employees.
- 1.10.2.5** There is a lack of reliability between employees due to time among them which reduces the reliability.
- 1.10.2.6** There is a lack of knowledge in the staff and can make mistake during appraisal.

1.2 Motivation Defines

Motivation refers to the willingness to strive towards predetermined goals. The word motivation is derived from ‘motive’, which means an active form of a desire, craving, or need that must be satisfied. Motivation is the key to organizational effectiveness. The manager, in general, has to get the work done through others. These ‘others’ are human resources who need to be motivated to attain organizational objectives.

George R Terry “Motivation is a desire within an individual that stimulates him or her to action”

Motivation is simply a desire or passion to achieve particular goals.

1.2.1 Characteristics of Motivation

The characteristics of motivation are that it is an intrinsic drive in which it activates and compels the person to behave in a particular manner. It is channelized by the personality traits, perception, learning abilities and competence of an individual. The motivated employee works more efficiently and his level of production gets high than others. It originates from the need and wants of an individual as that person has a strong desire to achieve something. Motivation is the process of channelizing and stimulating the energy of an individual for achieving the goal. It is of two types positive and negative motivation, positive includes the incentives, rewards and bonus while the negative is punishment use of force, fear of something etc.

1.2.2 Importance of Motivation

Without motivation, the employees try to perform minimum activities in the organization. But the motivation fills in the desire to perform to their maximum level. All the resources of the organization are of no use unless and until the employees use

these resources. Motivated employees make the best use of resources. The motivation improves the efficiency level of employees which means the employees start performing the job to the best of their ability with minimum wastage of time and resources because motivated employees always go for best utilization of resources. The motivation bridges the gap between the ability to work and will always improve efficiency. The motivated employees always try to accomplish the organizational goal and contribute their best efforts for the realization of organizational goal as they know with the achievement of organizational goal only they can achieve their personal goal. All the employees contribute their efforts in one direction of accomplishment of the goal. In motivation, the relationships between superiors and subordinates are always improved. When the employees get their need satisfied or get the recognition and respect in the organization then they always offer a supportive hand to superiors. There are more co-operation and co-ordination in the organization and all the employees work with the team spirit. The motivated employees show less resistance in accepting the changes according to changes in the business environment because they know if the changes are not implemented in the organization, not only the organization will lose by this but the employees also will find it difficult to get their needs fulfilled. Motivated employees are always supportive and co-operative in accepting changes in the organization.

1.2.3 Features of Motivation

1.2.3.1 Motivation is a Psychological Phenomenon: Motivation is an internal feeling which means it cannot be forced on employees. The internal feelings such as need, desire, aspirations etc. influence human behaviour to behave in a particular manner. For example, the desire to have a new house, respect and recognition etc.

1.2.3.2 Motivation produces goal-directed behaviour: Motivation induces people to behave in such a manner so that they can achieve their goal. A motivated person needs no supervision or direction. He will always work in the desired manner. For example of a person has a motive to get a promotion so he will work efficiently to get a promotion.

1.2.3.3 Motivators can be positive as well as negative: To motivate employees managers to use various motivators. Some motivators are positive and some are negative few examples of positive motivators are promotion, increment, bonus, respect, recognition etc. if employee does not improve his performance with positive motivators then manager uses negative motivators such as warning, issue o memo, demotion, stopping increments etc. sometimes fear of negative motivators also induces person to behave in a desired manner.

1.2.3.4 Motivation is a complex process: Motivation is a complex and difficult task. In order to motivate people, a manager must understand various types of human need. Human needs are mental feelings which can be measured accurately. If manager measures them accurately then also every person uses different approaches to satisfy his need. Some get satisfied with monetary incentives, some with non-monetary, some with positive and some with negative motivators. So it is not possible to make a generalization in motivation.

1.2.3.5 Motivation is a dynamic and continuous process: Human beings are ever-changing. Human needs are unlimited and go on changing continuously. Satisfaction of one need gives rise to another so managers have to continuously perform the function of motivation.

1.3 Process of Motivation

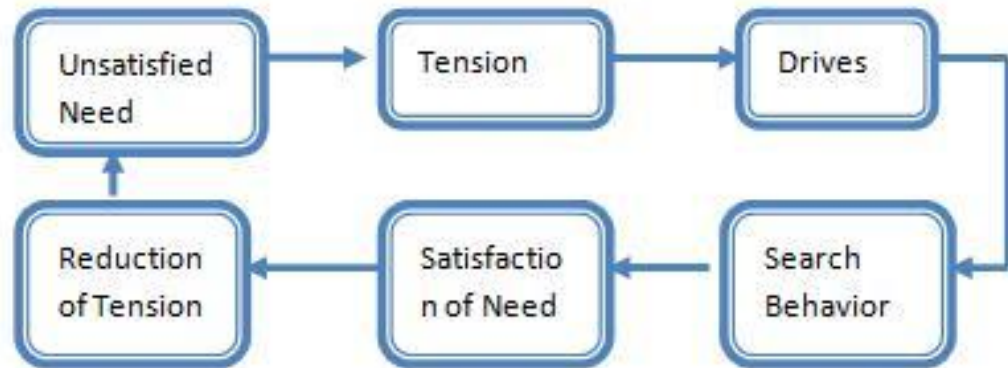


Figure1.2. - Process of Motivation

- i. The motivation starts with unsatisfied need in people.
- ii. Tension occurs due to unsatisfied need.
- iii. There will be support of drive in person and then looking for other sources for satisfaction.
- iv. After the search is completed the person behaves according to the chosen.
- v. Alternative behaving in a manner the person satisfies his/her needs.
- vi. Then reduces the tension by fulfilling needs

1.3.1 Types of Motivation

1.3.1.1 Achievement motivation is done to follow and reach their goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. It is similar to the ‘Kaizen’ approach of Japanese Management.

- 1.3.1.2** Affiliation Motivation is done to narrate the people on a social basis. Persons are highly motivated to perform better work when they used to praise for the co-operation and favourable attitude.
- 1.3.1.3** Competence Motivation is done for something good, allowing the individual to perform high-quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.
- 1.3.1.4** Power Motivation is done for influencing the people and changing for the situations. This kind of people used to create an impact on their organization and take the risk for future assistance.
- 1.3.1.5** Attitude Motivation is how people used to feel and think. It's their belief, self-confidence and their attitude towards life. This is how these people feel about the future and reaction on the past.
- 1.3.1.6** Incentive Motivation is that where the team or a person reaps a reward from an action. Its attitude is that "You do this work and you will get that reward". This type of award and prizes is done for the people to do work harder.
- 1.3.1.7** Fear Motivation is the motivation that is instant to do work quickly and faster as the fear gets high and very helpful in short time of period.

1.3.2 Motivation Need-Based Theories

Need-based theories try to answer the question, "what factors motivate people to choose certain behaviours" some of the widely known need-based theories are as follows:

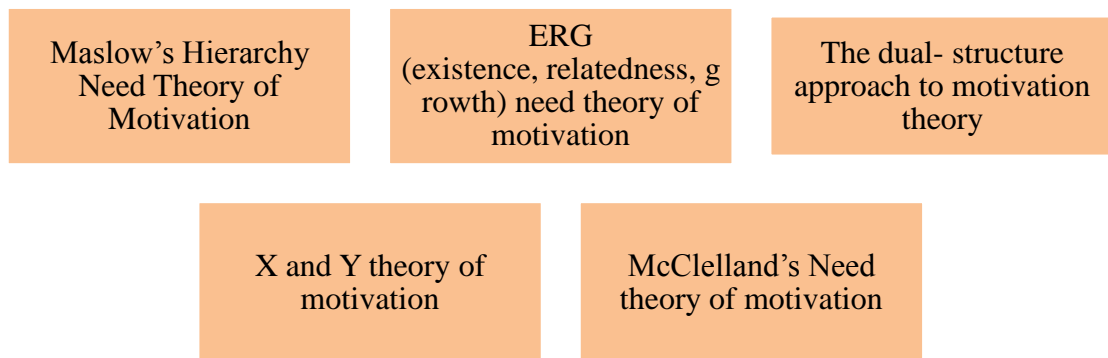


Figure1.3. - Motivation Theories

1.3.2.1 Maslow's Hierarchy Needs Theory of Motivation: The theory was given by Maslow Abraham proposed theory in the 1940s. This theory is known as the hierarchy of needs. It assumes that people are motivated to satisfy five levels of needs physiological, security, social, esteem and self-actualization needs.

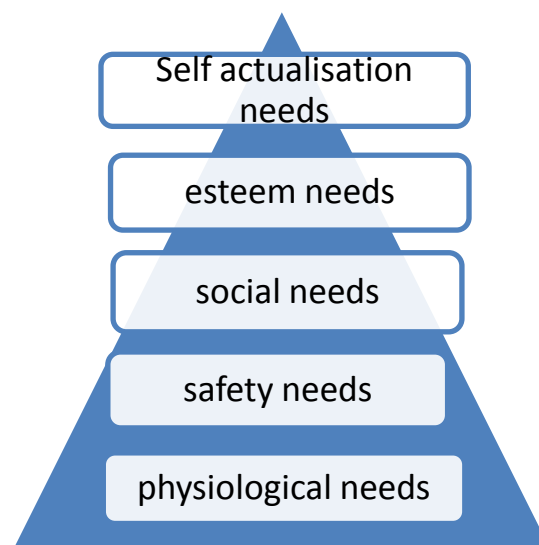


Figure1.4 - Maslow's Hierarchy Theory

1.3.2.2 ERG Theory of motivation: The theory was given by Clayton Alderfer proposed an alternative hierarchy of needs- called the ERG theory of motivation. The E stands for Existence, R stands for Relatedness and G stands for growth.

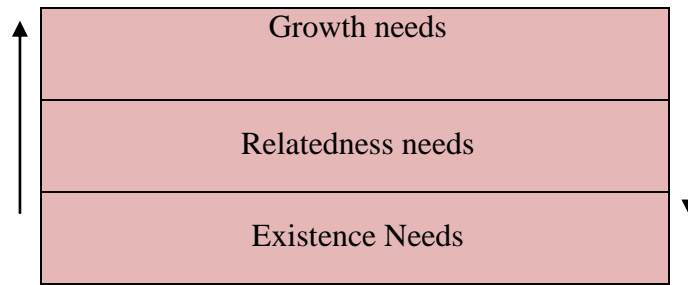


Figure1.5. - ERG Theory

1.3.2.3 The Dual-Structure Approach to Motivation: The theory was given by Frederick Herzberg and also known as the two-factor theory of motivation one is Hygiene factor and other is maintenance factors. Some of the factors which motivate are physical needs, social needs, status needs, security needs, orientation needs, economic needs, work conditions, status etc.

1.3.2.4 ‘X’ and ‘Y’ theory of motivation: The theory was given by Douglas McGregor and he observed the two contradictory viewpoints of managers about their employees that one is negative called Theory of X and another is positive called Theory of Y. X employees don’t like to work and avoid responsibilities whether Y employees love to work and they accept the responsibilities. They are self-directed and self-controlled and committed to the organization.

1.3.2.5 McClelland needs a theory of motivation: The theory was given by David C McClelland and his associate Atkinson have contributed to an understanding of motivation by identifying three types of basic motivation needs. It is being classified as Need of Power (nPw) in this it is defined that the desire to be influenced in a group and control, Need of Affiliation (nA) in this it is defined that the human companionship and acceptance, Need of Achievement (nAch) in this it is defined that the people having high need of achievement have to feel of ambitious to be successful.

1.3.3 Managerial Approaches for Improving Motivation

A number of approaches can help managers motivate workers, to perform more effectively. The following steps promote intrinsic motivation.

- i. Workers participation in management (WPM)
- ii. Management by objective (MBO)
- iii. Organization behaviour modification
- iv. Job Redesign
- v. Alternative work schedules.

1.3.4 New Approaches to Motivation in Organizations

1.3.4.1 Goal setting theory: This theory has been pioneered in the USA by Edwin Locke and its associates in 1960s and refined in 1980s. The theory suggests that the managers and subordinates should set goals for an individual suggested by MBO on a regular basis.

1.3.4.2 Goal specificity: Goal should be set in meaningful terms of measurable criteria for work performance, instead of hazy.

1.3.4.3 Goal difficulty/ challenge: There is a relationship between work motivation and goal difficulty as the more challenges are given the harder works getting accomplished.

1.3.4.4 Goal Acceptance: The acceptance of goal is very important for an individual by influencing motivation and performance. Once it is taken he/she will start putting its best.

1.3.4.5 Goal setting in practice: The theory itself says that the practice makes the man perfect as the managers should be helping subordinates to set the goals and accept and internalize them as their own goals.

There are three types of QWL programmes which are as follows;

1.3.4.6 Quality circles are small groups of workers who meet regularly with their supervisor as their circle leader to solve work-related problems. QCs give an employee an opportunity for involvement, social-need satisfaction, participation in work improvement and opportunity for growth.

1.3.4.7 Alternative work Schedule Flexibility in working hours brings a lot of comfort to an employee. Many organizations use modified work-week as a way to increase employee motivation. A modified ‘work-week’ can be any work schedule that does not conform to a traditional 8 hours a day or 5 days a week format. It may be modified according to the choice of the individual.

1.3.4.8 Job redesign or changing the nature of people’s job is also being used more as a motivational technique. The idea pursued here is that managers can use any of the alternatives job rotations, job enlargement, job enrichment as part of the motivational programme.

1.3.5 Methods to Raise the Level of Motivation in Organizations

Managers trying to enhance the motivation of their employees can, of course, draw on any of the theories described. They may in practice adopt specific interventions derived from one or more theories or they may influence motivation through the organization’s reward system. The organization can enhance motivation in the following ways:

1.3.5.1 Every individual needs to be treated equally. No senior or junior but all are equal parts of one organization every individual has an important role to play.

1.3.5.2 Every individual and department may be motivated to set their goals.

1.3.5.3 To motivate and increase the morale of employee's incentives, bonus, and other benefits can be provided.

1.3.5.4 Appropriate, clear, specific and reasonable guideline may be given to complete a particular assignment.

1.3.5.5 Every good work should be rewarded either in terms of praises or money.

1.3.5.6 Accepting the mistake instead of unnecessarily arguing either with senior or junior builds a positive image in front of others and they will also do the same.

1.3.6 Factors of Performance Appraisal

1.3.6.1 Salary increases performance.

1.3.6.2 Non- monetary rewards increasemorale and create a positive work environment.

1.3.6.3 The relationship with colleagues significantly has an impact on mood and looking forward.

1.3.6.4 The company should have a healthy culture and positive so that it directly impact on strength of the employees to achieve a better result.

1.3.6.5 Through learning, we can develop more opportunities for ourselves

1.3.7 Role Creation and Development

In order for performance management to be effective, an employee must have a clear understanding of his or her organizational role and responsibilities. Armstrong says that the role profile “defines the role in terms of the key results expected, what role holders are expected to know and be able to do and how they are expected to behave in terms of behavioural competencies and upholding the organizations’ core values” (50). Defining the core competencies for each employee is one step in effective goal creation because it allows the supervisor to communicate personalized feedback.

1.3.8 Effective and “SMART” Goal Creation

There are many different kinds of objectives in an organization. Armstrong identifies that effective objective-setting “results in an agreement on what the role holder (employee) has to achieve” and “is an important part of the performance management processes of defining and managing expectations and forms the point of reference for performance reviews”

Luecke notes that effective goals are recognized as important; clear; written in specific terms; measurable and framed in time; aligned with organizational strategy; achievable but challenging, and supported by appropriate rewards (7). Armstrong provides the “SMART” mnemonic: S = specific/stretching; M = measurable; A = achievable; R = relevant; T = time framed (57). The creation of appropriate, measurable goals is key to the performance management process; they provide a framework for assessment and, without them, the performance management system would fail.

1.3.9 Assessment of Goal Achievement

After defining roles and setting goals, the manager and the employee must determine whether the employee had been successful during the assessment period. If the goals are “SMART,” then assessing the employee’s performance will be simple: if the employee met the specific goal within the time frame designated, then the assessment would be a positive one. The most important aspect of the assessment is the performance review.

There are many ways to conduct performance reviews. Some organizations conduct reviews at certain intervals throughout the year; others create a timeline based on the goals developed (e.g. develop a new subject guide in April; meet May 1 to discuss results). Many organizations have employees conduct a self-evaluation prior to the evaluation meeting; Aguinis identifies that “self-appraisals can reduce employees’ defensiveness during an appraisal meeting and increase employee satisfaction with the performance management system, as well as enhance perceptions of accuracy and fairness and therefore acceptance of the system”.

Both employees and employers have historically disliked the performance review process. Armstrong reports that most appraisals have existed in a vacuum, with little or no relation to the workplace: “employees have resented the superficial nature with which appraisals have been conducted by managers who lack the skills required, tend to be biased and are simply going through the motions”. In order to have a productive, positive performance review, Aguin has identified six recommended steps:

1.3.9.1 Identify what the employee has done well and poorly by citing specific positive and negative behaviours.

- 1.3.9.2 Solicit feedback from your employee about these behaviours. Listen for reactions and explanations.
- 1.3.9.3 Discuss the implications of changing, or not changing, the behaviours. Positive feedback is best, but an employee must be made aware of what will happen if any poor performance continues.
- 1.3.9.4 Explain to the employee how the skills used in past achievements can help him overcome any current performance problems.
- 1.3.9.5 Agree on an action plan. Encourage the employee to invest in improving his performance by asking questions such as “What ideas do you have for _____?” and “What suggestions do you have for _____?”
- 1.3.9.6 Set up a meeting to follow up and agree on the behaviours, actions, and attitudes to be evaluated.

1.3.10 Development Planning

After creating goals and assessing progress, the employee and employer have identified areas that can be improved; the action plan for this improvement is called development planning. This development plan ensures that employees will continue to meet the needs of the organization through the identification of their weaknesses and the opportunity to address them through workshops, classes, and other educational channels.

1.3.11 Problems with Performance Management

The performance management system is designed to benefit the organization, but like any system, it may meet with resistance or be unconstructively applied. Many supervisors resist the change from a simple annual performance evaluation process or no process at all to the performance management system for many reasons: a dislike of criticizing employees; lack of skill in the appraisal process; dislike of new procedures;

and mistrust of the validity of the appraisal instrument. Other reasons the performance management system may fail because of lack of support from the supervisors and the employees, unclear goals or lack of support for professional development.

If performed incorrectly, an unsuccessful performance management system can have negative consequences on the organization. Aguinis identifies the following dangers of a poorly executed system:

- 1.3.11.1** It Increases the turnover of the organization.
- 1.3.11.2** Uses of false information in the organization (if performed improperly, an employee's performance appraisal can be incorrect).
- 1.3.11.3** It used to lower the self-esteem of the employees.
- 1.3.11.4** It is totally wastage of time and money.
- 1.3.11.5** It almost damages the relationships amongst employees and manager of the organization.
- 1.3.11.6** It decreases motivation while performing.
- 1.3.11.7** Increases the employee's burnout and dissatisfaction during the job.
- 1.3.11.8** Increases the risk of taking legal action against employees.
- 1.3.11.9** It is unjustified demands of resources
- 1.3.11.10** It is unstable and unfair standards of ratings.
- 1.3.11.11** It used to Emerges of biases on the employees.
- 1.3.11.12** It has sometimes an unclear system of ratings.

Because of these incredibly negative effects that an improperly conducted performance management system can have on an organization, the system must be implemented thoughtfully and executed consistently.

1.3.12 Conclusion

Performance management, unlike traditional annual evaluation, provides employees with feedback throughout the year. The system allows constant re-evaluation of goals, progress and performance. This process requires more interaction between the supervisor and supervisee and encourages the professional development of the employee to meet the organization's changing needs. While this more dynamic evaluation process is time-consuming, the increased productivity levels resulting from performance management have proven to be valuable to many organizations.

1.4 Banks of India

Table 1.1: Banks of India

Public Sector Banks	Private Sector Banks
Bank of Baroda	Yes Bank
Canara Bank	HDFC Bank
The Central Bank of India	ICICI Bank
Indian Overseas Bank	Axis Bank
Punjab National bank	Indusland Bank
Syndicate Bank	Kotak Mahindra Bank
Union Bank of India	Federal Bank
Vijaya Bank	Citi Bank
State Bank of India	
Gramin Bank of Aryavrat	
Allahabad Bank	

The public sector bank is the bank in which the majority of the share is with the government. In the private sector banks, there is a part of the larger shareholders in contrast. It can understand this easily, like if we can say that State Bank of India is a public sector bank and ICICI Bank is a private sector bank. There is a Uniform Service in both types of banks; yes it is different that there is a big difference between the quality of working of both and the timing. At the same time, we can see even a slight difference in their interest rate. The banks from which my research work is done are as follows:

1.4.1 Public Sector Bank (Government Bank): A large part of the stock in this type of bank is with the government. As an example, we can see that the State Bank of India is a public sector bank and 58.87% of its share is controlled by

the government. Generally, public sector banks have more than 50% stake in the government. For this reason, these banks are also called the official bank in the language of common speaking. The government has complete control over nationalized banks. These include large banks like State Bank of India and Punjab National Bank.

1.4.2 Private Sector Bank: The private sector banks live in the hands of their shareholders. Such banks are operated by a private group. Since the 1990's liberalization, the number of private sector banks has increased in the country because the licensing process for private sector banks has been simplified since the economic liberalization.

1.4.3 Difference: In the bank of the public sector bank and the private sector, you have already understood the difference in the land. Now you also understand the other characteristics of those who make them different as a bank. In the public sector bank, the government has more than 50 per cent of the shares, while most of the private sector banks remain with the stockholder. Generally, it is seen that the interest rates of public sector banks are higher, while on the loan (loan) these banks offer some flexibility in interest rates. The private sector bank is at the forefront of fast disposal and better service. It is a matter of fact that these banks of the private sector also charge for convenience. In the public sector banks, customers are taken care of and efforts are made to provide better service at lesser convenience fees.

1.4.4 The Customer: Most public sector banks have an account of government employees. This is because they are given their monthly income (salary) through this. Includes fixed deposit, locker facility etc. The Targets of private

sector banks are employees working in the private sector, these banks account for private sector employees for their salary and also facilitates credit card and net banking.

Now if you keep the banks of both the areas on the scale of banking, we will find that the performance of the private sector banks is better than the banks of the public sector and this same performance puts them in different queues as well as the shares of such banks the price is also very high.



Chapter – 2
Review of Literature



CHAPTER – 2

REVIEW OF LITERATURE

In this section, it provides a theoretical base of the research and the review of the literature was exhaustively detailed giving grounding on which research process was designed. The definitions are constructs and given over a period of time by the author and various researchers and the policymaker. It also gave the outline of the work done in the relevant area in different countries providing an academic base for the continued research in an appropriate direction and followed by the objective and hypothesis of the research.

2.1 Introduction

A literature review is a background for understanding correct knowledge on the topic and it illuminates the significance of the new study. It is a key step in the research process. It refers to an extensive, exhaustive and systematic examination of publications relevant to the research work. It involves both theoretical and empirical approaches and presents a broad and detailed overview of the literature related to the study. Before any research can be started, whether it is a single study or extended project, review of literature of previous studies and experiences related proposed investigation should be done. One of the most satisfying aspects of the literature review is the contribution it makes to the new knowledge, insight and general scholarship of the researcher. In this chapter, the literature review has been presented systematic manner, according to relevant objectives of the research, so that it would be easy to relate the previous findings and to understand the basic structures of the research problem.

2.2 Conceptual Framework of Performance Appraisal

The organization in the present scenario is going through a phenomenal transformation and has been using adaptive techniques and approach based working style to excel in their area of business. In this completed his, Mario survives in the market not only requires a huge sale a product and services but also required a challenging task of managing organizations internal performance and performance of stakeholders associated with the organization. In the situation, performance appraisal has been identified as a tool and technique for assessment of the capacity, effectiveness and efficiency of employees as well as organizations. Different organizations use a different form of performance appraisal including rewards, promotion, financial benefit, stock option, leave encashment, flexible working hours and lunch facility. In addition to this a good salary system, healthy relationship between seniors and juniors, colleagues & peers and other stuff, employee turnover and punishment have also been identified as a factor of performance appraisal influential. However, it is necessary to understand that the performance of an employee is linked to his goal and vision towards the organization and therefore it is the responsibility of the human resource manager to let their employees know the exact goals and the visions along with the objectives assigned to individual employees. It will also help the HR manager to identify the areas in which the performance of employees has not been up to the mark and then the necessary measures can be taken accordingly. Many corporate organizations consider as a tool for decision making regarding the promotion and training of their employees. Performance appraisal strategy is also beneficial from the employee's point of you because it allows them to know their drawbacks and efficiency and help them to work

on the improvement of the drawbacks of their performance for the better output of the organization and job satisfaction.

2.3 Literature Review Method

Review of literature has been done mainly through the secondary data made available through online resources. Literature was searched through ‘Google Search and Google Scholar’ in online databases which are maintained by various websites & journals such as JSTOR, Springer, Taylor, various magazines, web blogs, newspapers and other publishing houses, including Sage publications, Emerald etc. also the review includes the literature and data source which has been subscribed by the present university of researcher. A visit has been done to the library of the present university and other universities also and searches the databases. Numbers of research papers were read and reviewed for my research work. Literature available has organized and presented under the following sub-headings:

Literature available has organized and presented under the following sub-headings:

- 2.3.1** Performance appraisal and motivation concepts and definitions.
- 2.3.2** Performance appraisal sources.
- 2.3.3** Purpose of performance appraisal
- 2.3.4** Banking research of public and private sectors.
- 2.3.5** Analysis of the banking sector
- 2.3.6** Objectives of the research and its hypothesis.

2.4 Performance Appraisal and Motivation Concepts and Definitions

Performance appraisal institutes remuneration system that joins the attempt of leaders and workers of association to the common goals and objectives of their organization (Cleveland, Murphy, & William, 1980) Presentation appraisal systems are employed for diverse points including evaluation of work, Human Resource decision and feedback.

(Cleveland, Murphy & Williams, 1989). Murphy in 1991 proclaimed that examining performance with respect to personal characteristics has several drawbacks. The utilization of performance assessment system among business and other industries has been calculated between approximately 74 to 89 percent. (Murphy & Cleveland, 1991). The singular work was the topic by psychologists was rigorous towards the psychometric personality of appraisal for managers and supervisors for the evaluation of performance(Milkovich &Wigor1991.)

The involvement of the evaluation process and judgement is also related to the actions (Ilgen & Schneider, 1991). “Presentation is related to that association hires the being to do and do well” (Campbell 1993).Martin (1998) in their literature has discussed that a performance management system is often correlated with performance appraisal. Performance management systems manage and align all the organizations, resources in order to achieve the highest possible performance (Martin, 1998).

Without impartiality, the performance assessment systems, rewards, motivation and other buildouts create a negative influence and disturbance amongst the employees and workers. (Gilliland and Langdon, 1998). An appraisal which is based on traits of worker has a meagre value (Squires and Adler, 1998). He concluded that an unbiased

and fair appraisal is based upon job-related behaviours and not on traits of people (Malos, 1998) without impartiality and fairness the presentation appraisal systems, motivation, rewards and development create a pessimistic impact and irritation amongst the employees (Gilliland and Langdon, 1998).

Nasud insisted that the assessment structure is an important tool that helps in recovering the value of a worker's performance (Nasud, 1999). Psychologists focus on the employee's response to the appraisal and common view under which the Performance appraisal is done (Levy, 2000; Levy & Williams, 2004). Workers must believe that there is a great opportunity waiting for them in performance appraisal (Weick, 2001). S.K. Bhatia (2006) in his study on the Traditional and Modern Methods of Performance Appraisal has identified the following factors:

Table 2.1: Traditional and Modern Methods of Performance Appraisal

Traditional	Modern
Ranking	MBO
Paired Comparison	Grading
Checklist	BARS
Forced Choice	Self Appraisal
Graphics Rating	Assessment Centre
Forced Distribution	Human Resource Accounting
Field Review	360 Degree

Performance appraisal is the systematic and methodical evaluation of workers in accordance with their job and possible developments (Beach, 2001). Performance appraisal has always been considered as one of the significant tools for enhancing human resource productivity and process. Many organizations and corporate of the top

level to low-level use this tool as a strategy for systematic and result-oriented output from their employees (Karimi et al. 2011). Job satisfaction and employee retention have been enhanced with the help of a performance appraisal system. Further, it has also been helpful in creating and improving the culture of the organization.

The soundness and dependability of the attribute founded performance assessment is greater supposing that the perception of the superior officer/supervisor maybe biased (Jankoz, 2004). Performance appraisal might seem easy but many types of research and surveys have come up with a conclusion of using it in performance feedback and for identifying individual employee's strengths and weakness (Ruddin, 2005).

Dessler (2008) has defined the performance appraisal another system which involves the setup of employee standard assessment of actual job performance comparing the performance and Standards and then letting know the employee about the gap between his performance and actual standard and also to suggest the improvements for the enhancement. Whereas Gupta(2006) has identified performance available as a tool for capacity assessment given to an employee for a particular job. An employee is given a particular job and then his performance is assessed based on his efficiency.

(Pinar Gungor 2011) says "Motivation is the capability of self to modify his/her perform. The information collected for the performance appraisal provides a base for employment and training, selection and overall development of the existing staff. It also motivates and maintains an excellent human resource through the unbiased, correct and proper rewarding of their presentation. The components of incentive lie amongst all and the internalized drive toward the primary thought of the current moment (Rabby 2001).

Motivation is honestly linked to person's performance which adds to the organization's performance as a whole and acts as the catalyst allforth employees working individually in an organization to augment their work presentation or to complete an assignment in a much-improved way than they earlier used to do. Association functions because of the people that work for it, and a particular person in the association is responsible for contributing to achieving the definitive goal for an organization.(Panagiotakopoulos, 2013), it is concluded that the factors affecting the worker's motivation in a limited time where the financial rewards are kept to the minimum leading to invigorating the employee'soverallperformance.

Hence, management personnel's liability is to encourage their workers to perform as according to the set expectations to increase the overall organization's performance. Identically, Dysvik and Kuvaas (2010) it is concluded that the intrinsic incentive was the best forecaster of income meaning and affiliation between the very well mastery-approach goals and revenue meaning was only helpful for workers in the low intrinsic motivation.

The only job organization wants to be done is to provide the workers with ample and sufficient resources and display place to be done for. As per Kuo (2013), prosperous associations have to add the strengths and motivation of inside the workers and having responded in such a manner that to external changes and the demands punctually that it shows the organizational values unambiguously.

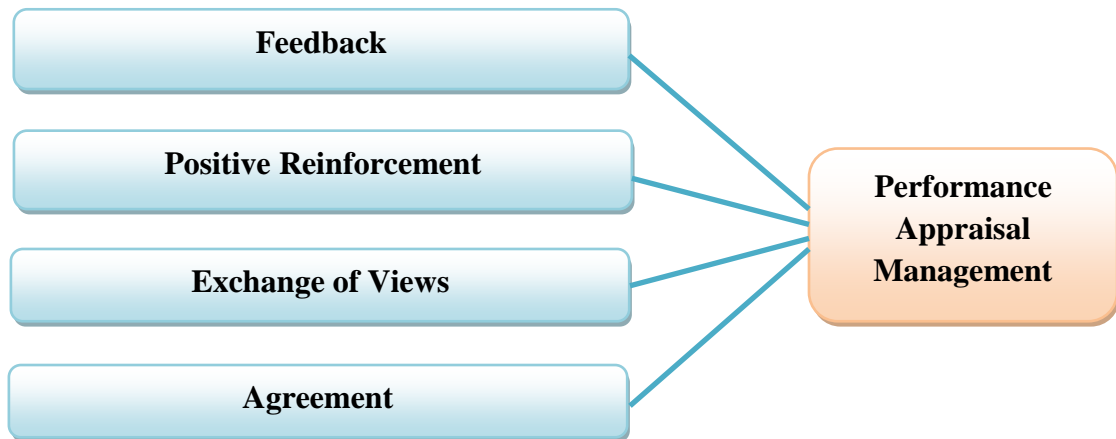


Figure 2.1: Key Elements of Performance Appraisal Management

The above figure represents the four key element factors which are directly and indirectly related to performance appraisal management and influence the process. The first element is feedback which helps to collect information about individual performance and progress. The second is positive reinforcement which focuses on that part of the performance which needs improvement. The 36 change of views which elaborate the methods of acquiring information and discussion on the process of performance improvement and what resources and supports are required for better performance output. the fourth and last is an agreement which is the form of teamwork where all the stakeholders come together and discuss as to what has to be done and how it has to be done to achieve the target.

We must have taken the several techniques of the motivation into consideration from the various existing literature and must be managed to have the flow from the motivation of the young workers to old-age employees. As per, the organization point of view managers must appreciate the current flow of the motivation which in turn and helping them to produce an environment where workers forever get motivated to work their best.

Wolff (2008) believes that Performance appraisal has also been violated in some literature with 100 performers which happened to the lack of communication. A proper communication method which clearly allowed the expectation and objective to be achieved by an employee helps in achieving the target easily with high-performance rate where are unclear and ambiguous communication method leads to failure of the employee's performance.

Barney and Steven Elias (2010) have discovered that extrinsic motivation exists an important relation between job stress, flexible point in time, and country of the house. Leaders acknowledge them that the centre of each fruitful and flourishing business lays a successful executive culture where the laborious and punctilious people work together indifferently to produce large outcomes (Gignac and Palmer 2011). The various structures are used by the researcher in the body of the literature which is based on the theory of motivation as it has very few scopes of motivation. In a composite and ever-changing business environment, leaders of an association being used to create the domain in which an employee feels empowered and trustworthy to take organizational decisions in which it's leading to increase motivation levels of the employees and eventually leads to improvement in the organizational performance. Smith and Rupp (2003), expressed the presentation is a part of personality motivation, managerial strategy, structure and confrontation to be changed the plays of an empirical role which is connecting to motivation in the association.

Similarly, Luthans and Stajkovic (1999) came on a conclusion that the growth of human resources is done through the rewards, economic incentive, and the organizational behaviour adjustment which have created a great amount of discussion in the human resource management and the sales performance domain. In accordance

to Orpen (1997), it is better in the association that the linking mentors and mentees in the programme of formal mentoring, more the mentees are aggravated for working tough and are more dedicated in their friendship. Similar to that, Malina and Selto (2001) demonstrated the case study is the one business scenario by means of the poise scorecard method(BSC) and discovered that the organizational outcome is larger if the workers are providing with the positive and constructive motivational theory.

The associations of the operational-based target which will be helping the condition of tactical reaction by allowing them for the assessment of the actual management against the operations-based targets. The Goal driven performance and the strategic reaction are being likely to improve clerical appearance (Chenhall 2005).Kunz and Pfaff (2002) it is stated no substantive for the reason to panic a deflation effect of extrinsic rewards on intrinsic incentive. Decoene and Bruggeman (2006) in their study urban and illustrate a model of their group connecting strategic position, incentive and executive performance in a BSC background and maybe find that the able strategic alignment empowers and being motivated by theworking executives.

Leaders are being motivated to follow the people in a participative plan to do a work in which the performance is totally responsible. Agonies et al. (2013) are being stated that the financial steal can be a very commanding determination of the worker's motivation and the accomplishment which may be turned and can be advanced to imperative in terms of the organizational level appearance. Garg and Rastogi (2006) Known the key subject of job plan investigate and the performance to motivate the employees' appearance and can be accomplished that a dynamic managerial learning structure is being mandatory for enhancing the employees' presentation for meeting the global challenges.

Vuori and Ok Konen (2012) it is being stated that the incentive helps them to distribute information through them in the intra-organizational platform of the public media in which it can be helped by the association for reaching its objectives and goal. Den and Verburg (2004) it is found the crash of high performance of the employment systems, also called human resource practice, on perceptual actions of the firm presentation.

Asthmas and Duchon (2000) recognize that the workers have both spirit and the mind for the seek to find the shade and their idea of working and a part of the community for making their jobs precious and making them inspired to do at the high costing level with the analyzing of individual and the social development. Armstrong and Baron (1998) have considered performance management as a holistic process which helps in practising various elements including people management and learning and development but becomes ineffective if not practised continuously. Performance appraisal has also been considered as an element of performance management including various measurements in the entire organization. It has also been considered as a relevant asset for human capital.

2.5 Performance Appraisal Sources

In addition to the above discussion, a big question comes who should conduct a performance appraisal and what factors should be associated with measuring the performance. And therefore the below literature clarifies the method of conducting performance appraisal.

2.5.1 Reporting Officer or Immediate Supervisor

As per the rule of seniority and juniority it is an accepted perception that every supervisor is eligible for checking the performance of Management of his subordinate and reporting accordingly because senior is an immediate reporting officer of a junior and he is the one who observes directly and indirectly the working methods of his Junior and evaluates as per the performance. Few of the cases studies I have also come with the conclusion that those seniors who get their own performance appraisal positive always give positive feedback for their subordinates and vice versa (Gray, et al. 2008).

2.5.2 Peers and Colleagues

Appraisal done by peers or colleagues is a frequently used method to do the organization that use Team Spirit or teamwork for achieving the target. It is believed that peers evaluate each other in a better way as compared to the senior or Junior and therefore they can evaluate different characteristics of performance appraisal in a much better way which cannot be done by other associates reliability loyalty honesty intention towards the organization feeling initiative mindset and mental satisfaction. All these characters play a very important role in the organizational performance of an employee which can better be understood by peers.

2.5.3 Subordinates

One of the better ways of knowing and employees performance from all the aspect is involving his subordinates in the performance appraisal process. Many organizations and Corporate follow this method of performance measurement and take feedback from the senior and junior of an employee so as to identify the difference in behaviour. This process is also known as upward feedback and helps in identifying certain characteristics which are not possible to be identified by colleagues or reporting the officer.

2.5.4 Self Evaluation

This form of Appraisal gives an opportunity to an employee to understand and accept the reality is along with the strength and weakness of his organizational performance. It helps him to judge his own working style working capacity effectiveness efficiency and performance. It is necessary to mention here that honesty is very necessary for doing this kind of performance appraisal because one has to be honest with him only then he will be able to know the contextual realities of his performance (Audrey, et. al., 2004).

2.5.5 Rating Committees

Rating committee method of getting performance evaluation why select individuals assembled in the form of committee. The committee may consist, internal employees, juniors, colleagues, boss and supervisor or a committee may all few external members who are not from the organization but are expert in that particular area for which valuation has to be done. This method of performance appraisal gives affair chance of Appraisal because the external experts are not related to the assessed and therefore they will provide an audit report for the same.

Samaduzzaman (2013) have identified a 360-degree performance appraisal method as an effective tool for performance evaluation and efficiency measurement of an individual. This method helps in clarifying the ambiguity of misconception and negative perception. Whereas Nathalie Abi Saleh (2012) has linked the performance appraisal of an employee with the performance appraisal of the organization. The author for the claims that the organization should recognize the employees as one of the most relevant and vital resources as compared to the other Assets of the organization. Organizations should have the counselling facilities coaching and guidance facilities and open communication platform between employees and supervisors so that the Conan Drums of misunderstandings could be solved immediately and it will not create any misconception amongst the employees and higher authorities. Hence it can be concluded that they need to be a separate focus on organizational performance management and Measurement as well as compared to the individual performance appraisal and performance management.

Several studies have highlighted that the performance appraisal tools and techniques are used by higher authorities to measure the effectiveness of their subordinates only for administrative reasons such as increment for salary promotion transfer terminal benefits and many more but none of the studies talked about the uses of performance appraisal method for training and development of employees.

Liza Estino Daoanis (2012) Indian study has explored the idea of individual tracking for individual employee's performance assessment. The author represented an example of giving similar goals two different employees and having a separate track on their performance in order to identify the better best and average one. This will give categorical data so that the important work can be assigned to individual accordingly

to their performance and there will not be any requirement to remove any individual as all of them are doing good irrespective of speed and accuracy.

Desler (2011) find it convenient to have an appraisal system which has got problems rather than having no brother system. He believes that no performance appraisal system can be perfect and there must be some flaws in the process. The only method for solving the problems is to face them and therefore the author suggested five remedies for an effective performance appraisal method. Firstly, we believe that it is necessary to learn and understand the potential appraisal problems for better clarity because knowing and understanding the problems will provide an advanced solution. Secondly, he believes that either a single method of Appraisal can be used or a combined method of April can also be used. Thirdly, there should be a proper record of every employee's performance track early for anticipating his future performance level. Fourth is that organizations should enter an agreement to improve their employee's performance rather than just letting them know their drawbacks. And lastly, the author suggests that any process of performance appraisal adopted by an organization should be fair and honest. The author for the gave four primary reasons for appraising the performance of subordinates. The first reason is that most of the performance appraisal process is still linked with pay and perquisites and promotional. Second is that the performance appraisal process allows a senior and junior to make a plan for rectification of efficiency is and implement the things that are done correctly by the subordinate. The third is to provide useful career planning and an opportunity to measure the employee's Career plans in comparison to their strength and weakness. The fourth and the last is that performance appraisal does play an equal role can employee performance management process as an integral part.

Saeed and Shahbaz (2011) conducted on a study to identify employee satisfaction with the performance appraisal. They conducted the study on a total of 129 respondents and found that the satisfaction level of respondent towards the performance appraisal system was at a moderate level.

2.6 Purpose of Performance Appraisal

Performance appraisal is a technique which is initiated by the purple for the betterment of the organization as well as for the employees. The objective of performance appraisal based on outcome or employee satisfaction. De Nisi (2000) have considered the performance appraisal as a tool for diagnosing the individual or group performance so as to differentiate and identify the better one for the award and recognize the poor performance for improvement. The author believes that once the employee understands that his progress promotion and chances of getting financial benefits are linked with performance appraisal then he will definitely try to improve his performance to meet the set standard of the organization.

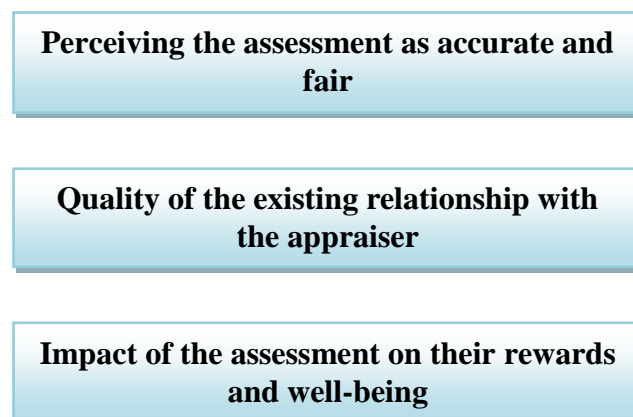


Figure 2.2: Fletcher Model of Performance Appraisal

The above model of Fletcher (2004) explains a different concept of performance appraisal which is based on three factors. The first factor is perceiving the employee's

performance and is an assessment in an accurate and fair manner. Secondly, it is also important to see as to what relationship the assessor and appraisal shares in an organization because there can be under the influence and personal tragedies to performance appraisal. And lastly, the organization needs to check the impact of assessment on the award and reward of employees well being.

Performance appraisal is not only seen as a better organization development tool but also has been and a challenging task for the HR managers. The task has become challenging because in the ancient time of the performance appraisal the employees were not given full participation in the process but in today's generation a well-educated employ is equally involved in the process of his performance appraisal and wants to know as to who is the appraiser and What relationship they both share so that he or she can claim the right process of is appraisal. And therefore many researchers academician and corporate managers have gone through many tools of performance appraisal and concluded that rewards are the most significant effective and strong tools for enhancing the performance of an employee (Whiteley 2002). Rewards not only leads to job satisfaction but also helps in the retention of the existing employees and attract other employees to perform better. Janssen (2001) has claimed that in the performance appraisal has transparency then it makes the employee mentally satisfied and motivates him to respond to the job demands immediately.

Performance appraisal also helps in the retention and turnover of employees. An optimistic performance appraisal process has both the organization and employee to take the decision regarding the services. If the performance of employees is not found satisfactory from the organization point of then he or she can be replaced or remove from the work in process and similarly if the employee does not find satisfaction in job

and he believed that his performance is not getting recognition then he may decide to move or shift from the organization to another organization or another department within the existing organization.

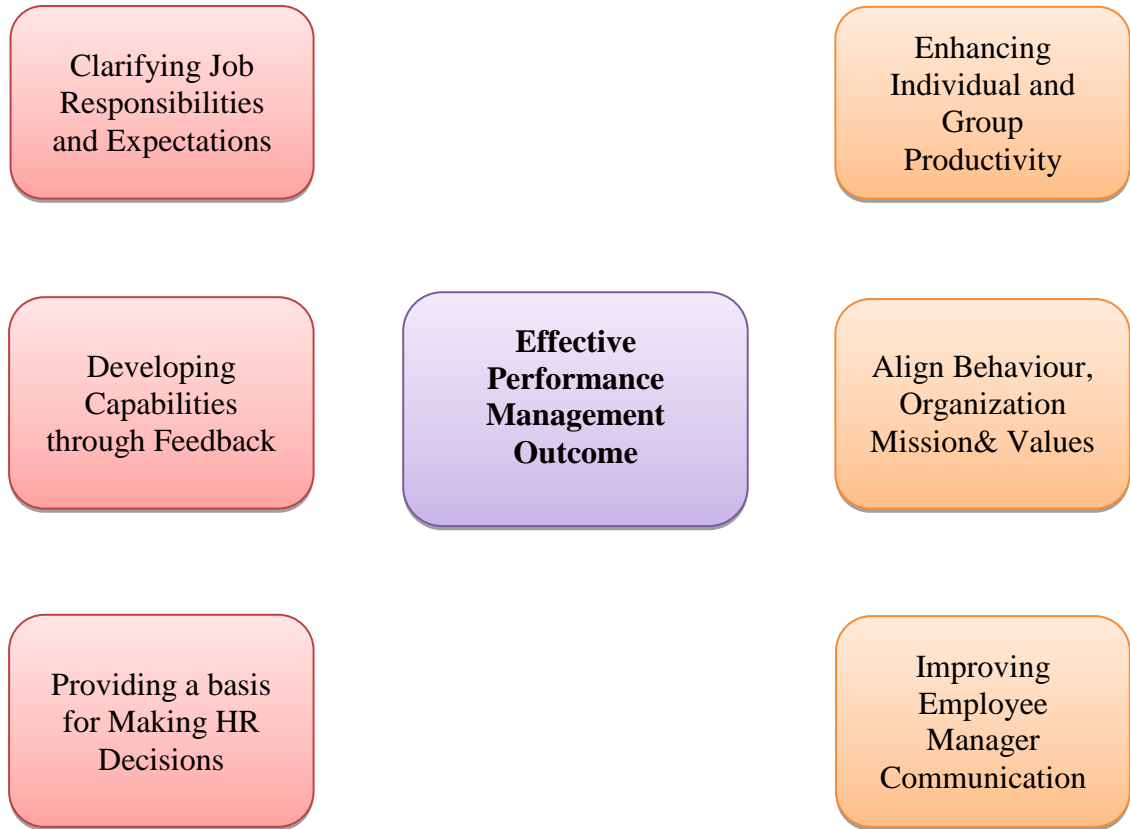


Figure 2.3: Effective Performance Management Outcome

2.7 Banking Research of Public and Private Sectors

In today's era, most of the human resource policymakers have more focused on performance management rather than performance appraisal. Performance appraisal is today considered as a part of performance management and based on this policy many organizations are shifting towards the performance management of their existing employees. Augniuis, et.al, (2011) has a link to the organizational success of the performance management of employees.

Table 2.2: Dimensions of Performance Appraisal and Performance Management

Sl. No.	Dimensions	Performance Appraisal	Performance Management
1	Concept	Evaluation of employees present and past performance	Setting goals objectives performance appraisal process training and development support for better performance output
2	Objective	Top-down assessment	Focuses on mutual objective
3	Review Period	Yearly or six monthly review	Monthly review
4	Focus	On traits	On objectives, values and behaviours
5	Evaluation process	Rigid	Flexible
6	Linked With	Monetary benefits	Perks perquisites bonus salary increment promotion and other terminal benefits

To improve the performance of the banking sectors for enough need of an organization of the bank's appraisal for the judgment and position of the competence and competitiveness of the banks in the market. The popular rating system nowadays in the banking system is CAMELS. In the CAMELS rating system, it is done for the supervisor the original residing the U.S to grade the overall bank's overall states. The banks are very practical and have the credit union in the US (approx 8000 institutions) and the various employees outside the U.S banking supervisory regulations.

Dash (2014) in order to give the ranking to the Indian banks under the CAMELS framework for the consistency and compulsory in order to give an objective for ranking the banks through models and clear them correctly for the high and low performance of the banks. Rastogi and Saxena(2013) they have used the CAMELS rating system for the evaluation and comparing all around the performance of the private and public sectors banks. The CAMELS dimensions show the result after evaluating that the confidential banks having shown a better presentation on all sectors.

Bhatt (2013) has revisited the CAMELS rating system of banks that in today's changing world is trying to cope up with the result of the subprime crisis and the euro zone crisis. The public sector banks still dominate in the Indian banking system and issue the efficiency of performance and emerged for the success of the stand of the banks.

Vegesna and dash (2014) have stated that the complete development of a framework for the measurement for their efficiency in changing their resources for the betterment of the performance. Some of the benchmarking and the presentation have become the success of therelevant area.

Goncharilk (2013) focuses on the study that the technical efficiency of the banks which are using the Data Envelopment Analysis which identifies the critical factors affecting the efficiency of the banks.

PESTEL analysis is the most popular tool (political, environmental, social, technological, environmental and legal) these are the macro environmental factors used for the description of the structure for scanning the environment component of strategic management. It is done outside the organization in which a strategic analysis is conducted or doing market research, which used to gives an overview of the different macro- environmental factors that the banks have to take the thought. The strategy is a very useful tool in sympathizing the market development or decline, potential of the market, position of the business and the direction of the operations.

Florin (2014) has examined by using the PESTEL analysis that the non-financial presentation indicates the behaviour of the banks both in Bangladesh and the united kingdom by highlighting the different variables, so from now onwards the organizations is very much concerned about the performance whether, Financial or Non- financial than ever before as it is value adding for the creation change due to change in taste, change in technology and change in customers behaviour.

Guda(2014) there are keys to show the various ways to achieve the advantages of banks in a competitive market which have relative characteristics which are based on most of the residing bank of Ukraine.

2.8 Analysis of the Banking Sector

In 2008 the global economy and the monetary calamity hit the hard Iceland and the little states (Hilmasson, 2014). The three major Iceland banks used to be collapsed in a few days with the strict consequences due to toa crisis for the economy of the people. Iceland and the crisis has a high income of OECD country which had the strong experienced growth and the unique growth in the investment activities especially for the financial activities, Hilmarrsson (2015) is used to focuses on the events of the international community assistance is done to protect the Icelandic economy before the banking system feel and when the authorities during a period of great uncertainty is needed.

(Maryam2015) has found the increased trends in the employment sector of the banks in Bangladesh. According to the author the analyzation of the difference between the perceptions of the work environment which is being done through organizational culture between the public and the private section of the banks. This research is done to know the different variables of the perception of the genders job designation, level of satisfaction, etc.

Sayed and Sayed(2013) have found that the banking sector in India has been achieving a new height through a long journey with the change of time. The banks are very successful in keeping the assurance to shareholders. For the growing and having the faith of the Shareholders there should be creating of wealth for the shareholders .the value-based management system is done to judge the emerging of creation for wealth from various sources. The model of the market value added is being chooses as a tool to evaluate the performance of the Indian banks as the researchers have studied the MVA performance in the Indian banking industry. One of the trending strategies of the

banking is going on is merger and acquisition for market entry strategy and the strategy for expanding.

The current era is known for the competitive era. In this current era, the organization used to go for merger and acquisition to avoid the competition so that they can enjoy the monopoly in the market and this can also be helpful in the performance of the organization in the banking sectors. The technologies and Liberalization advances are highly increasing the banking sector and pushing approaching the towards the globalization for improving the flexibility of the banks which is useful in the banking environment for the competition to perform the performance management.

Chadamiya and men apart (2012) have created the overall mergers and acquisitions which don't affect the position of financial person excepting the weaker and non-viable banks are having mergers and acquisition for profit sharing performance of the employees and financially strong position which will be profitable for the banks later on.

2.9 Objectives of Research

The objective of my research is related to my study on performance appraisal and motivation on employee's output with reference to the banking sector is as follows:

- 2.9.1** To study the impact of appraisal and motivation factors on the performance of employees from a managers perspective.
- 2.9.2** To know the current appraisal practices followed in private and public sector banks
- 2.9.3** To find what HR interventions are seen to make performance appraisal systems more effective in general of the public and private sector banks.
- 2.9.4** To evaluate the manager's perception of performance appraisal.

2.10 The Hypothesis Testing of Objectives are as follows:

2.10.1 Hypothesis Testing of Objective 1

H1: there is a significant impact of appraisal and motivation factors on employee output or performance as perceived by the bank managers.

Ho: there is no significant impact of appraisal and motivation factors on employee output or performance as perceived by the bank managers.

2.10.2 Hypothesis Testing of Objective 2

H2: To know that there are current appraisal practices followed in private and public sector banks.

Ho: To know that there are no current appraisal practices followed in private and public sector banks.

2.10.3 Hypothesis Testing of Objective 3

H3: There are any HR interventions seen to make performance appraisal systems more effective in general of the public and private sector banks.

Ho: There are not any HR interventions seen to make performance appraisal systems more effective in general of the public and private sector banks

2.10.4 Hypothesis Testing of Objective 4

H4: To evaluate that there is an impact on the manager's perception of performance appraisal.

Ho: To evaluate that there is no impact on the manager's perception of performance appraisal.



Chapter – 3
Research Methodology



CHAPTER – 3

RESEARCH METHODOLOGY

In this section, it represents the research methodology and design adopted for the studies. It gives an account of research objectives, the scope of the research, the research methodology, the design of the research, significance and the need for the research and the necessary hypothesis. The research design is a mix of descriptive and exploratory research technique. It further gave an explanation of the population under study to which the results of the research can be efficiently applied.

3.1 Introduction

The basic nature of this study is descriptive and exploratory. Descriptive analysis essentially means the study of the distribution of variables. This analysis is done using applications like- M.S Excel & SPSS 22 software, bar graph, pie chart, tabulation, frequency, age group, gender etc. The analysis starts with the process of editing and coding of data. This study provides an accurate sketch of people, situations and events. The Descriptive studies are mostly an expansion of preliminary research to, a part of explanatory or exploratory research. Generally, the researchers will want to examine the information and reach for the valid conclusions. Or, it is essential for having a clear image of the condition on which a researcher wants to gather information before the collection of the data. In Descriptive research, both qualitative and quantitative data can be used. (Anderson, 2004; Saunders et al, 2009). Its aims to explain the Explanatory study for the causal relationships between variables by studying trouble or a situation. Also, both qualitative and quantitative data can be used for the research (Anderson, 2004).

The exploratory or inferential analysis is to encourage statisticians to explore the data, and possibly formulate hypothesis that could lead to new data collection and experiments. It focuses more narrowly on checking assumptions required for model fitting and hypothesis testing, and handling missing values and making transformations of variables as needed. Exploratory research tries to find out fresh insights into current circumstances or problems and discover what is really happening. The main characteristic of exploratory research is that it is adaptable and flexible to the change (Anderson, 2004; Saunders et al, 2009). The research design of this thesis is of explanatory nature with some descriptive elements. Saunders et al (2009, p.138) argued that „how the way in which you asked your research question would result in either descriptive or exploratory or explanatory answers’. Research designs that aim at answering „what’ questions are exploratory in nature, and „how’ or „why’ questions are explanatory studies (Yin, 2003). Saunders et al (2009) stated that „description 40 should be thought of as a means to an end rather than an end itself, which means that if a research project uses description it is likely to be a precursor to explanation. This study principally involves the testing of the hypothesis stated below, these hypothesis are regarding bank managers perception regarding public and private sector banks. Interview method would have required a great amount of time to collect data from the same amount of population participated in the questionnaire. Thus, interviews are able to involve only a small amount of participants which brings up a question of whether the findings would have been able to represent the whole population especially, of a large organization like the Bank. Consequently, the researcher would have used both methods (questionnaire and interview) for this research. Hypothesis testing involves the following test.

3.1.1 One Sample Chi-Square Test

A chi-square test is an statistical hypothesis test in which the test in which the test statistic has a chi-square distribution when the null hypothesis is true or any in which the probability distribution of the test statistic (assuming the null hypothesis is true) can be made to approximate a chi-square distribution as closely as desired by making the sample size large enough.

3.1.2 Mann Whitney Test (Equivalent to T-Test)

It is a non-parametric test of the null hypothesis that it is equally likely that a randomly selected value from one sample will be then or greater than a randomly selected value from a second sample. The test can be used to determine whether two independent samples were selected from populations having the same distribution.

3.2 Statement of the Research Problem

Performance appraisal is important for executive's motivation attitude and behaviour development communicating organizational aims and fostering positive, relationships between management and executive. Performance appraisal provides formal recorded regulate review of an individual's performance and a plan for future development. The process by which a manager or consultant examines and evaluates an employee's work performance by comparing it with the finest standards. There is a problem of employee's performance appraisal and feedback about it enables them to enhance their self-evaluation and sense of security, pursue deserved work and compensation and improves the activity. The result of the performance appraisal is vital compensation criteria and enable its efficiency which needs to be addressed and to exploit the model in its entirety.

3.3 Need of the Study

India is the seventh largest country in the world in term of geographical area and second largest country in population so demand is vast in nature to match everyone's need. The government took many programmes to match the need like policy schemes for developing infrastructure in various sectors. In the banking sector also both public and private has implemented many programmes but still there is some issues and challenges are there which is not yet developed properly.

There are numerous reports and guidelines are published by the public and private sector but very less research in India has been done on the performance appraisal of the employees regularly and effectively statement the growth of the organization for sustainable development it is considered a time to undertake an extensive study in area of performance appraisal more research is needed to develop the most suitable practices of performance appraisal in terms of nature, complexity, scale which are appropriate for U.P state. There are numbers of factor involves in the study in terms of meeting its objective of cost, time and quality. This study attempt to identify and analyse the critical success, factors and risk factors of performance appraisal in U.P. the identification of these factors especially in U.P and the findings of the study will be valuable to the government as well as the private sectors engaged.

3.4 Scope of the Study

The information which is gathered and analyzed through my research can be used for the operational purpose or for making important strategic decisions. The research process provides a scientific platform, contrary to the traditional intuitive approach of decision making by managers, which used to put large amounts of resources of the organization at risk. Marketers need to analyze the various paradigms of the market

with precision to serve their customers and survive. Marketing research operates precisely in this area by helping marketers to analyze the market correctly and take the effective decision from time to time.

The study considered only a few criteria of understanding the impact of performance appraisal system in an organization, there are other criteria, also which can be used to study the importance of performance appraisal in an organization. After the merger of the banks took place to study opens up to take the feedback of the respondents further more about performance appraisal in a different manner.

3.5 Objective of the Study

- 3.5.1** To study the impact of appraisal and motivation factors on the performance of employees from a managers perspective.
- 3.5.2** To know the current appraisal practices followed in private and public sector banks.
- 3.5.3** To find what HR interventions are seen to make performance appraisal systems more effective in general of the public and private sector banks.
- 3.5.4** To evaluate the manager's perception of performance appraisal.

3.6 Research Hypothesis

Hypothesis Testing of Objective 1

H1: there is a significant impact of appraisal and motivation factors on employee output or performance as perceived by the bank managers.

Ho: there is no significant impact of appraisal and motivation factors on employee output or performance as perceived by the bank managers.

Hypothesis Testing of Objective 2

H2: To know that there are current appraisal practices followed in private and public sector banks

Ho: To know that there are no current appraisal practices followed in private and public sector banks

Hypothesis Testing of Objective 3

H3: There are any HR interventions seen to make performance appraisal systems more effective in general of the public and private sector banks.

Ho: There are not any HR interventions seen to make performance appraisal systems more effective in general of the public and private sector banks

Hypothesis Testing of Objective 4

H4: To evaluate that there is an impact on the manager's perception of performance appraisal.

Ho: To evaluate that there is no impact on the manager's perception of performance appraisal.

3.7 Research Design

A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. It is the blueprint that is followed in completing a study.

According to Kerlinger,” research design is the plan, structure, and strategy of investigation conceived so as to obtain answers to research questions and to control variance”.

3.7.1 Sampling Design

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only of it. In most of the research work and surveys, the usual approach happens to be to make generalizations or to draw inferences based on samples about the parameters of the population from which the samples are taken.

Sampling is the process for selecting the units from a population of the area of interest so that by analyzing the sample we can practically simplify our results from the population as from where they have chosen.

3.7.2 Formulating the Objective of the Study

Firstly, I have formulated the objectives which have been discussed above. There are four objectives and each objective has its own factors.

3.7.3 Designing the Methods of Data Collection

The designing of data collection is through a primary and secondary method which is stated below:

3.7.3.1 Primary Sources- The data is collected through Questionnaire (research instrument). Administration of the questionnaire was done manually through the bank managers both public and private banks. (on Likert scale).

3.7.3.2 Secondary Source- The data is also collected through other sources like Journals, publications, magazine, online articles, internet, Wikipedia, matters related to banks etc. Some of the secondary data is as under:

- Journal of Industrial Management Science Department
- International Journal of Business and Management
- International Journal of Sustainable Economies Management
- Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks
- Journal of Human Resource Education
- Australian Journal of Basic and Applied Sciences
- International Journal of Business and Management Tomorrow.

3.7.4 Selecting the Sample

3.7.4.1 Sampling Plan

a) Sampling Technique- Non-Probability Sampling (mix of purposive & judgmental sampling)

b) Sampling Size- 100 Bank managers (50 private & 50 public)

(The size of the sample is only 100 because data is collected from bank managers as it was limited)

3.7.5 Collection of Data

- i. **Primary Data-** The objectives of primary data are formulated on the basis of research objectives. Objectives set the guidelines and directions of research planning. Formulating the objectives offers the best feasible means of solution. The research study should yield measurements related to the research objectives as the measurements will provide direction for a decision.
- ii. **Secondary Data-** Secondary data are those data which have been already collected and analyzed by some earlier agency for its own use, and later some data are used by a different agency.
- iii. **Data Collection-** The data were collected through a questionnaire with commensurating with the objective of the study. The questionnaire consisted of all the information regarding banks and consisted of the personal information of the respondent. It is done to evaluate the project from the viewpoint of the managers of banks. The questionnaire consists of:
- iv. **Demographic** variables like gender, age, groups, level of education, job designation, organization.
- v. **Psychographic** variables i.e questions on the perception of the managers and the output of the employees. Likert scale was used with 1- strongly disagree to 5- strongly agree. The questionnaire was designed but on the pilot survey at the different banks and conducting personal interviews with the managers at the banks.
- vi. **Population/Universe-** All banks including private & public sector Lucknow, Uttar Pradesh. Some of the private and public banks stated below:-

vii. Public Banks

- Bank of Baroda
- Canara bank
- Central bank of India
- Indian Overseas Bank
- Punjab national bank
- Syndicate bank
- Union Bank of India
- Vijaya Bank
- State bank of India
- Gramin bank of Aryavat
- Allahabad Bank

viii. Private Banks

- Yes bank
- HDFC Bank
- ICICI Bank
- Axis bank
- Indusland Bank
- Kotak Mahindra bank
- Federal bank
- Citi Bank

3.7.6 Processing and Analyzing the Data

Software used for data analysis & interpretation- M.S Excel, SPSS version 22

Data Analysis & Interpretation- After the data has been collected. It was analyzed & interpreted via a number of statistical tools as mentioned below:-

- Distribution of frequency test
- Percentage
- Pie chart
- Bar Graphs
- Chi-square test
- Mann-Whitney

3.8 Reliability Analysis for the Questionnaire

Reliability analysis is done to validate the questionnaire in terms of checking the reliability of the scale. It means to check that the scale is consistent in measuring what it is intended to measure. Cronbach's alpha is the most common and accepted measure employed widely and to assess reliability. This study also uses Cronbach's alpha to establish reliability and calculates it with the help of SPSS. Generally, any value equal to or higher than 0.8 is considered acceptable.

According to Kline as cited in the field(2000), a value of 0.7 is more suitable for psychographic variables and goes on to the extent of saying that values <0.7 are also realistic for psychological constructs. This study tries to attain a value of 0.7 to establish reliability. There are questionnaires in this study so reliability analysis is done on the questionnaire.

The reliability analysis was firstly conducted for the questionnaire as it is related to the user's perception. It has sections; having demographic and the psychographic variables. Reliability analysis is done for the psychographic section containing the variables measuring the perception of bank managers.

A pilot study was conducted and the questionnaire was administered in 20 users initially as done below:

3.8.1 Pilot Study

Questionnaire pre-tested for reliability and validity of on sample size of 20 (10 private sector banks and 10 public sector banks)

Reliability is tested through Cronbach's Alpha test on questionnaire so as follows:

Alpha = 0-1

= .85

= .8 .9

= .815

During my test .815 result came out means the questionnaire was reliable.

3.9 Research Gap

From the literature survey, it became clear that the existing study stressed on the need of development of banks employee through many factors such as appraisal, motivation, wages, salary, incentive, a promotion which are responsible for making employee successful of the banks. There were many studies in content banks development but not in the context of Indian employee. Further to add this gap there is no study related to their employee in Lucknow, UP. This study tries to extend the results of the previous work done by researchers on banks.

This study is an attempt to observe the current trends going in banks which brings out its present status. The study focuses on the issues going in the banks and implementation and operating from the perspective of the public and private sectors and elucidates the perceived success and risk factors associated with the banks.



Chapter – 4

Data Analysis



CHAPTER – 4

DATA ANALYSIS

The questionnaire consists of two sections with first being the demographic section representing the variables like name, gender, age, designation, education and bank type. As all the respondents were bank managers whereas it was found that all managers were in the age group of 30+ years, so only gender and education was studied. Section two contained the 25 psychographic questions representing the main performance appraisal factors or variables to be studied according to the objectives.

The descriptive analysis is covered in two sections

4.1 Demographic Description

4.2 Descriptive analysis of Performance Appraisal Factors

4.1 Demographic Description

4.1.1 Gender

Table 4.1: Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	89	89.0	89.0	89.0
Female	11	11.0	11.0	100.0
Total	100	100.0	100.0	

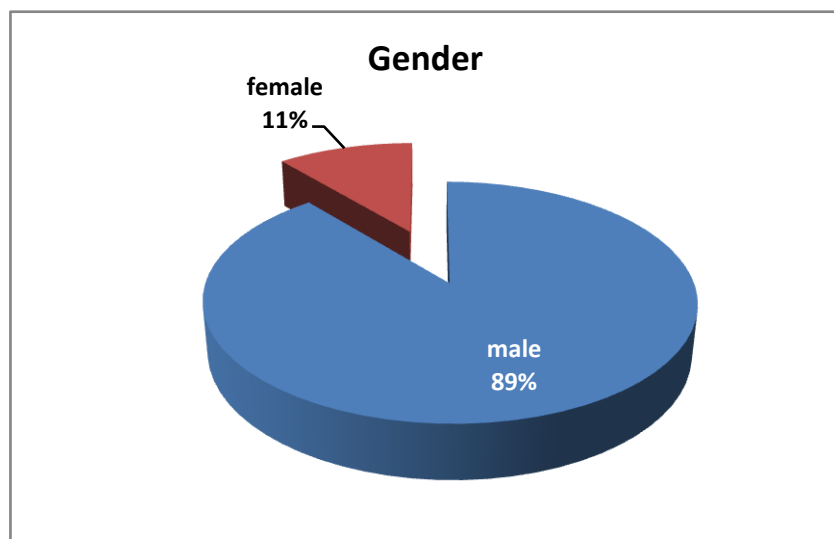


Figure 4.1: Gender

Most of the respondents are males with 89% representation and females' respondents were only 11%. This shows a heavy bias towards Females in both private and public sector banks.

4.1.2 Education

Table 4.2: Education

		Level of Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	20	20.0	20.0	20.0
	Post Graduate	80	80.0	80.0	100.0
	Total	100	100.0	100.0	

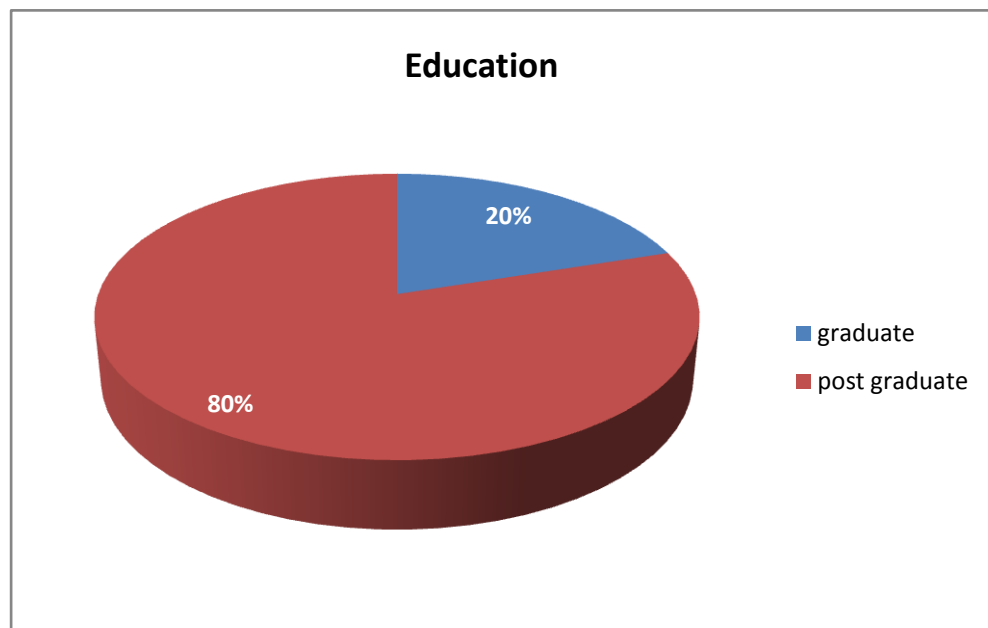


Figure 4.2: Education

As evident from the table that 80% of the respondents were postgraduate whereas only 20% were graduate. This represents the increasing level of higher education among banking personnel.

4.2 Descriptive Analysis of Performance Appraisal Variables

There were 25 performance appraisal variables that were included in the study. These 25 variables were part of the four objectives of the study. Descriptive analysis of variable is done objective wise that is starting from objective one to objective four. Though these 25 variables were presented to respondents in a jumbled form so that all the variables representing the same objective are not asked together and this is a standard data in survey researches.

4.2.1 Objective 1 – Studied Through 8 Variables:

A. Level of Wage Affects Performance?

Table 4.3: Level of Wage Affecting Performance

Level of Wage Affects Performance?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	40.0	40.0	40.0
	Agree	22	22.0	22.0	62.0
	Uncertain	22	22.0	22.0	84.0
	Disagree	16	16.0	16.0	100.0
	Strongly Disagree	0	0.0	0.0	100.0
	Total	100	100.0	100.0	

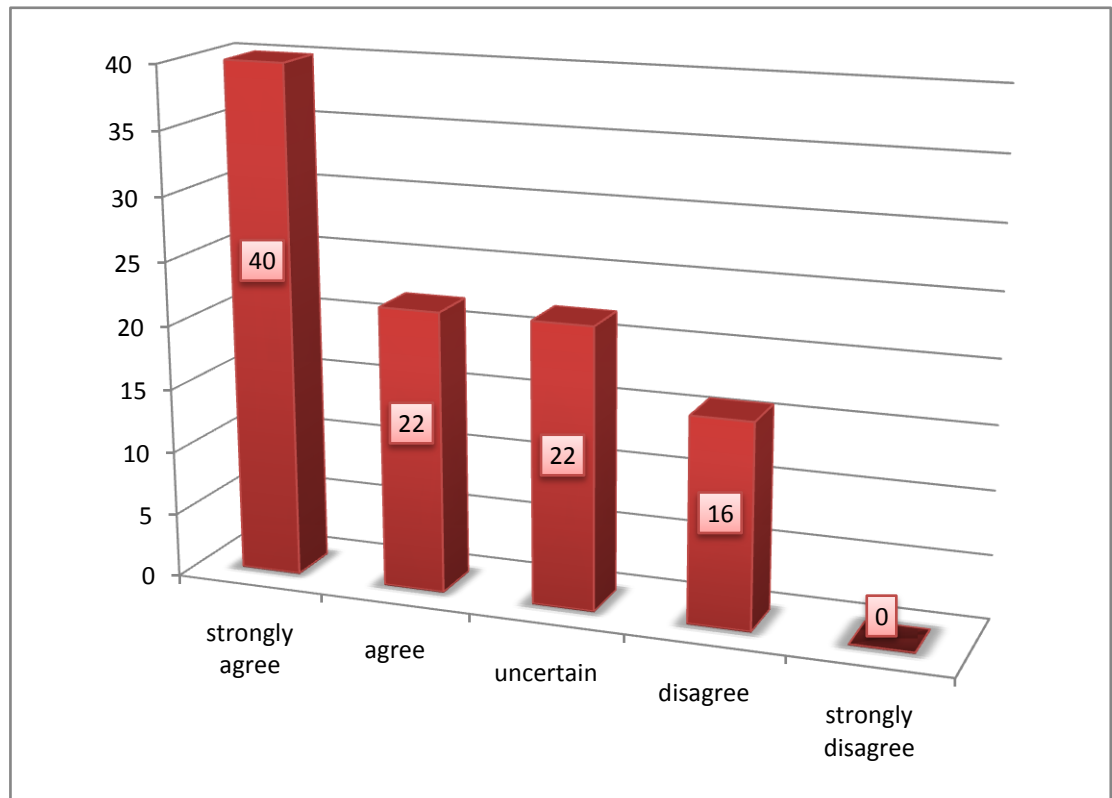


Figure 4.3: Level of Wage Affecting Performance

In the above graph 40% respondents strongly agree, 22% respondents agree, 22% of respondents are uncertain, 16% of respondents disagree and 0% of respondents strongly disagree that the Level of wage affects performance.

- B. When Employees are Rewarded, they seek for the tools and processes which may be beneficial for the Organization and so the performance and interest on the work increases?**

Table 4.4: Rewards

Rewards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	35	35.0	35.0	35.0
	Agree	29	29.0	29.0	64.0
	Uncertain	24	24.0	24.0	88.0
	Disagree	12	12.0	12.0	100.0
	Strongly disagree	0	0.0	0.0	100.0
	Total	100	100.0	100.0	

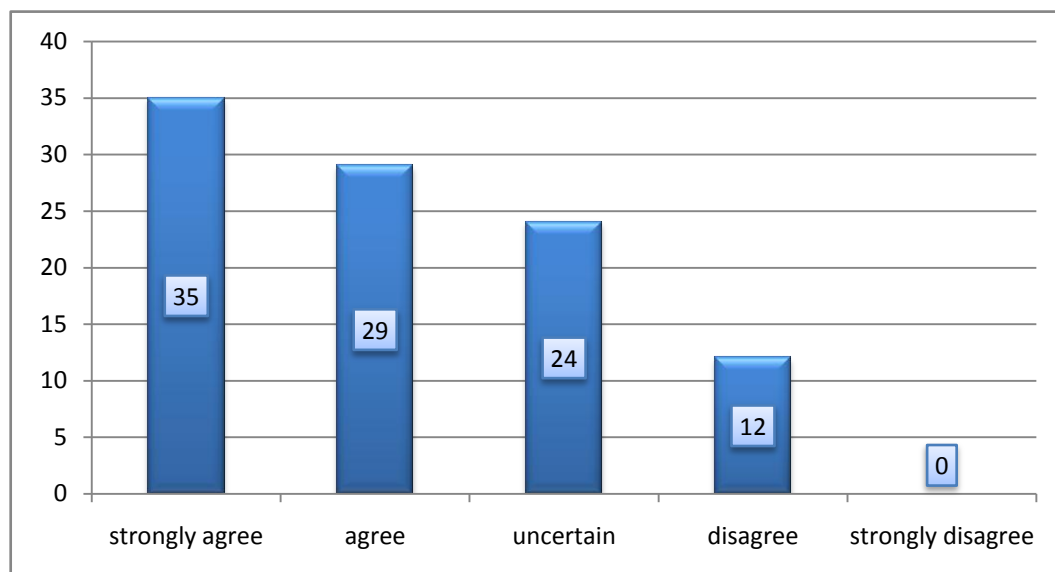


Figure 4.4: Rewards

In the above graph, respondents agree that when employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases with 35% strongly agree, 29% agree, 24% uncertain and 12% disagree.

- C. In order to have high performance, it is effective to motivate Employees involve at workplaces?

Table 4.5: Motivation

Motivation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	39	39.0	39.0	39.0
	Agree	14	14.0	14.0	53.0
	Uncertain	27	27.0	27.0	80.0
	Disagree	12	12.0	12.0	92.0
	Strongly disagree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

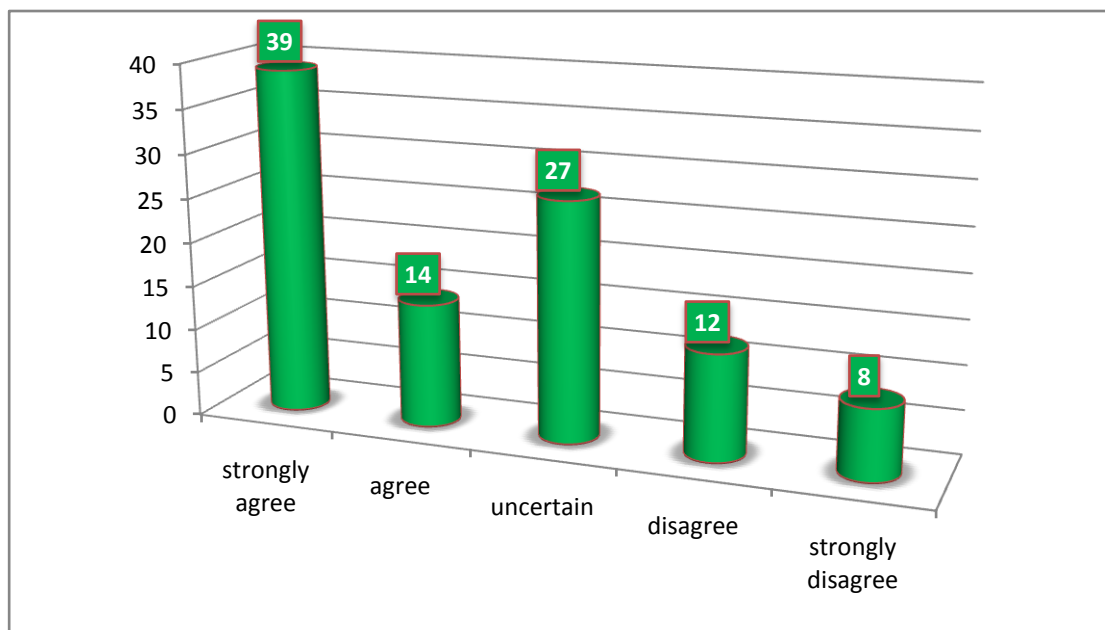
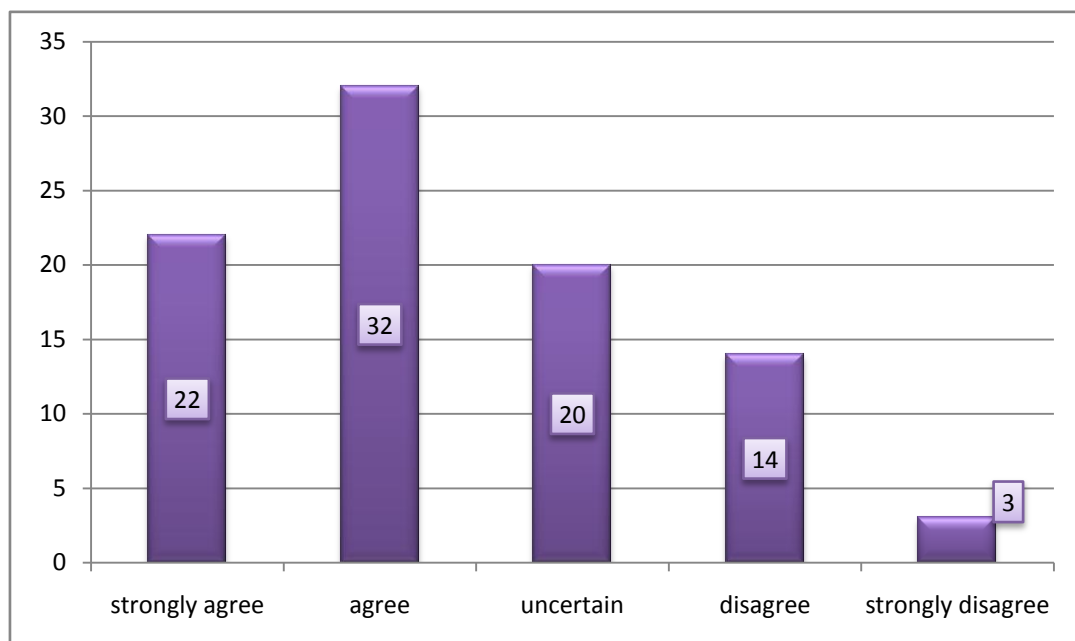


Figure 4.5: Motivation

In the above diagram, respondents agree that In order to have high performance, it is effective to motivate employees to involve at workplaces with 39% strongly agree, 14% agree, 27% uncertain and 12% disagree and 8% strongly disagree.

D. Promotion Opportunities Affect Performance?**Table 4.6: Promotion Opportunities**

Promotion Opportunities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	22	22.0	22.0	22.0
	Agree	32	32.0	32.0	54.0
	Uncertain	20	20.0	20.0	74.0
	Disagree	14	14.0	14.0	88.0
	Strongly disagree	3	3.0	3.0	91.0
	Total	100	100.0	100.0	

**Figure 4.6: Promotion Opportunities**

In the above graph, respondents agree that promotion opportunities affect performance with 22% strongly agree, 32% agree, 20% uncertain and 14% disagree and 3% strongly disagrees.

- E. Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?

Table 4.7: Talents of the Employees

Talents of the Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	13.0	13.0	13.0
	Agree	37	37.0	37.0	50.0
	Uncertain	30	30.0	30.0	80.0
	Disagree	13	13.0	13.0	93.0
	Strongly disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

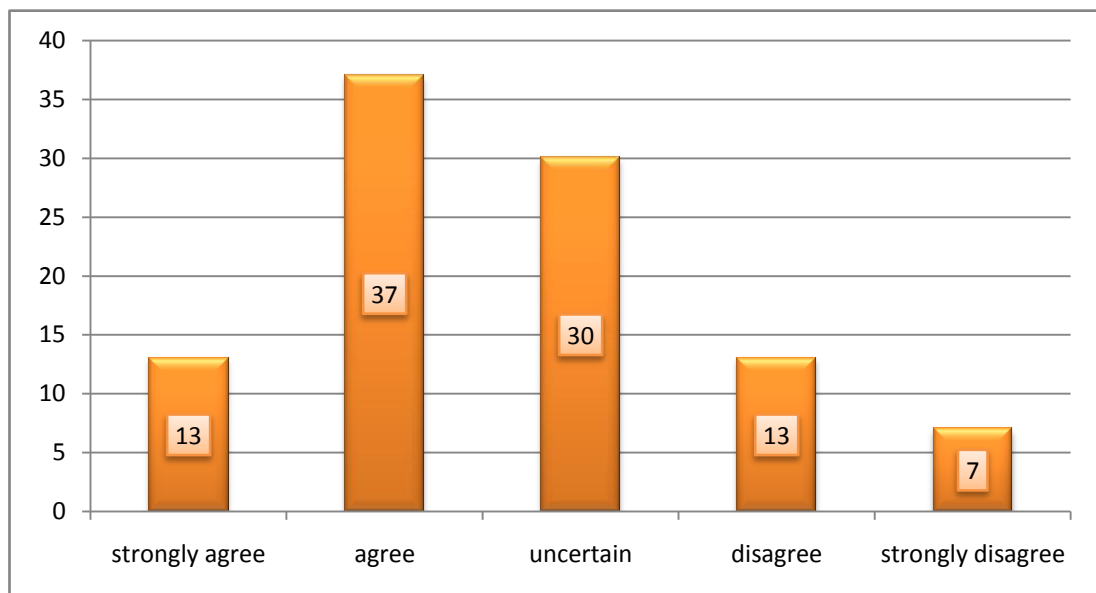


Figure 4.7: Talents of the Employees

In the above graph, respondents agree that increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents with 13% strongly agree, 37% agree, 30% uncertain and 13% disagree and 7% strongly disagree.

F. Rewarding Mechanism Affects Performance?

Table 4.8: Rewarding Mechanism

Rewarding Mechanism					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	26	26.0	26.0	26.0
	Agree	25	25.0	25.0	51.0
	Uncertain	26	26.0	26.0	77.0
	Disagree	14	14.0	14.0	91.0
	Strongly disagree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

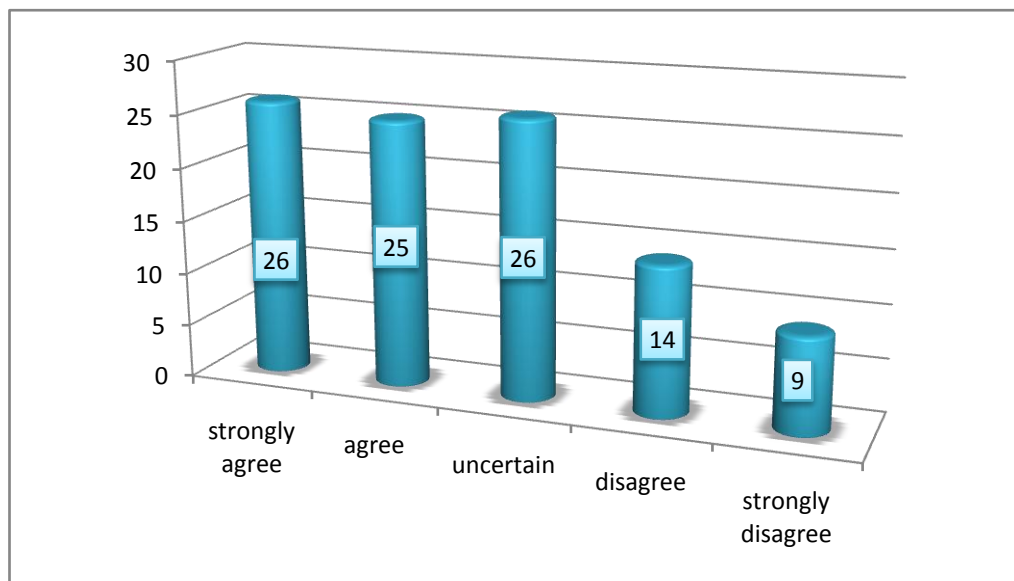


Figure 4.8: Rewarding Mechanism

In the above graph, respondents agree that Rewarding mechanism affects performance with 26% strongly agree, 25% agree, 26% uncertain, 14% disagree and 9% strongly disagree.

G. Performance of the Employee may be Increased by Promoting Them?

Table 4.9: Actual Promotion

Actual Promotion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	40	40.0	40.0	40.0
	Agree	18	18.0	18.0	58.0
	Uncertain	25	25.0	25.0	83.0
	Disagree	17	17.0	17.0	100.0
	Strongly disagree	0	0.0	0.0	100.0
	Total	100	100.0	100.0	

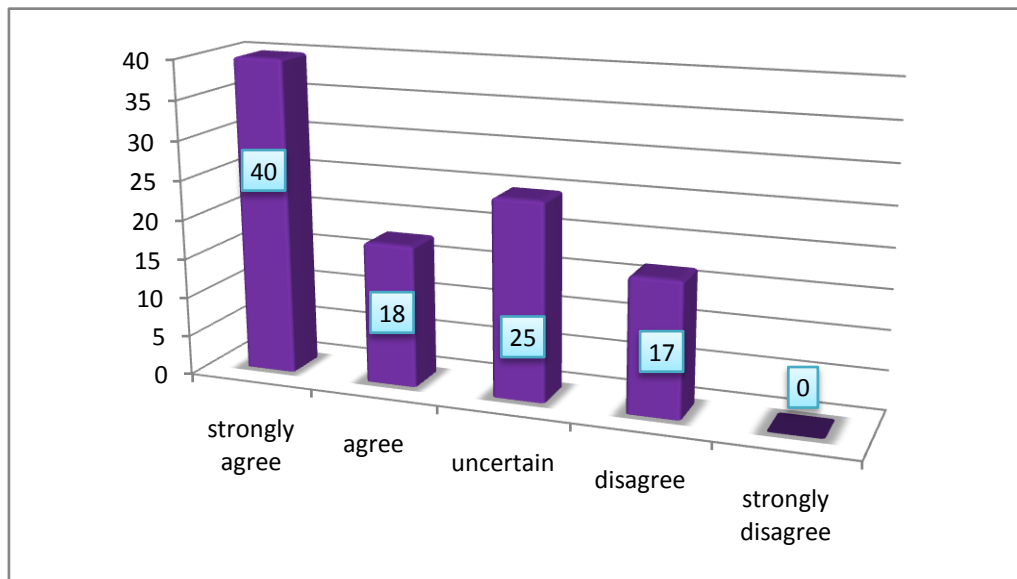


Figure 4.9: Actual Promotion

In the above graph, respondents agree that Performance of the employee may be increased by promoting them with 40% strongly agree, 18% agree, 25% uncertain, 17% disagree and 0% strongly disagree.

H. Giving more responsibility and increasing the authorization for employees is effective to increase their performance?

Table 4.10: Responsibility and Authorization

Responsibility and Authorization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	14.0	14.0	14.0
	Agree	32	32.0	32.0	46.0
	Uncertain	28	28.0	28.0	74.0
	Disagree	16	16.0	16.0	90.0
	Strongly disagree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

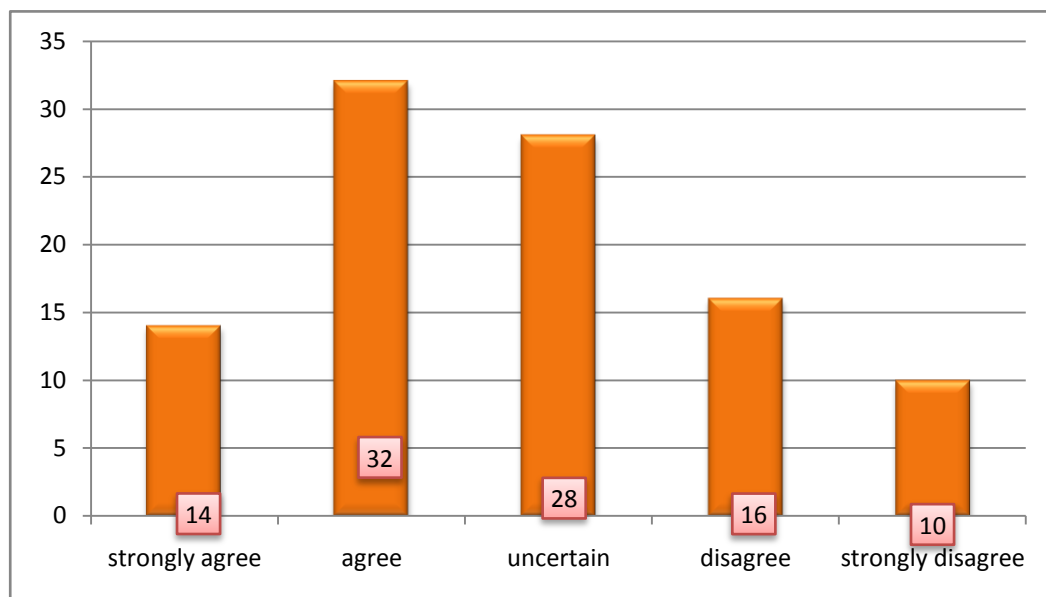


Figure 4.10: Responsibility and Authorization

In the above graph, the respondents agree that giving more responsibility and increasing the authorization for Employees is effective to increase their performance with 14% strongly agree, 32% agree, 28% uncertain and 16% disagree and 10% strongly disagree.

4.2.2 Objective 2 – Studied Through 6 Variables:

A. Is there a fair consistent basis for measuring performance and individual contribution to business objectives?

Table 4.11:Fair Consistent Basis

Fair Consistent Basis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	22	22.0	22.0	22.0
	Agree	27	27.0	27.0	49.0
	Uncertain	35	35.0	35.0	84.0
	Disagree	9	9.0	9.0	93.0
	Strongly disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

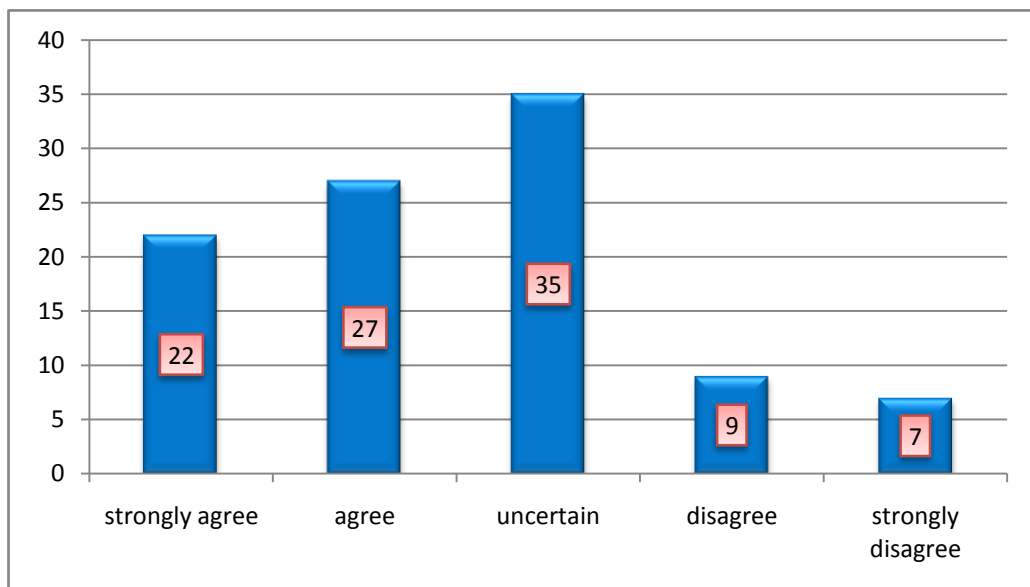


Figure 4.11:Fair Consistent Basis

In the above graph, respondents agree that there a fair consistent basis for measuring performance and individual contribution to business objectives with 22% strongly agree, 27% agree, 35% uncertain and 9% disagree and 7% strongly disagree.

B. Are you involved in decisions which affect your performance at work?

Table 4.12: Manager Involvement

Manager Involvement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	13	13.0	13.0	13.0
	Agree	22	22.0	22.0	35.0
	Uncertain	34	34.0	34.0	69.0
	Disagree	17	17.0	17.0	86.0
	Strongly disagree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

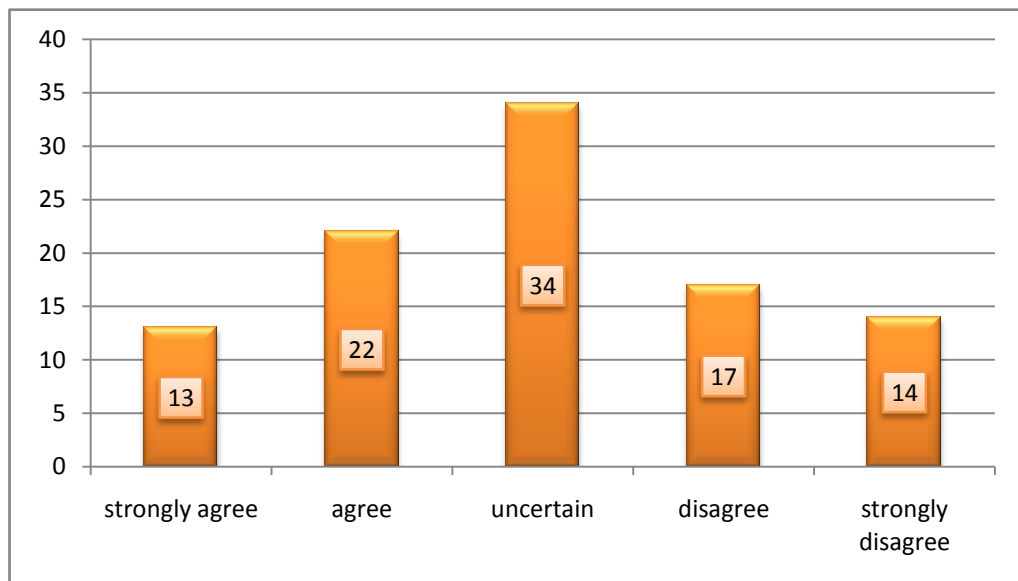


Figure 4.12: Manager Involvement

All the three categories that agree, disagree and uncertain with respect to the question - Are you involved in decisions which affect your performance at work? The percentages are 13% strongly agree, 22% agree, 34% uncertain and 17% disagree and 14% strongly disagree.

C. All Employees in the Banks are Evaluated?

Table 4.13: Inclusive Evaluation

Inclusive Evaluation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	11.0	11.0	11.0
	Agree	28	28.0	28.0	39.0
	Uncertain	37	37.0	37.0	76.0
	Disagree	13	13.0	13.0	89.0
	Strongly disagree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

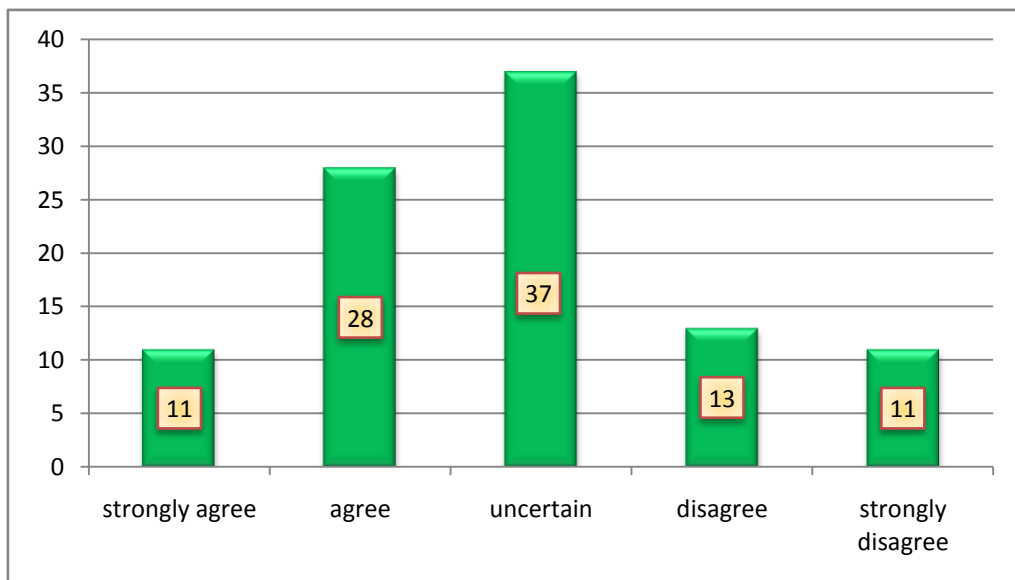


Figure 4.13: Inclusive Evaluation

All the three categories that agree, disagree and uncertain with respect to the question - All employees in the banks are evaluated? The percentages are 11% strongly agree, 28% agree, 37% uncertain and 13% disagree and 11% strongly disagree.

D. Do You Get Feedback of Your Evaluation?

Table 4.14: Feedback of Evaluation

Feedback of Evaluation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	15.0	15.0	15.0
	Agree	35	35.0	35.0	50.0
	Uncertain	33	33.0	33.0	83.0
	Disagree	10	10.0	10.0	93.0
	Strongly disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

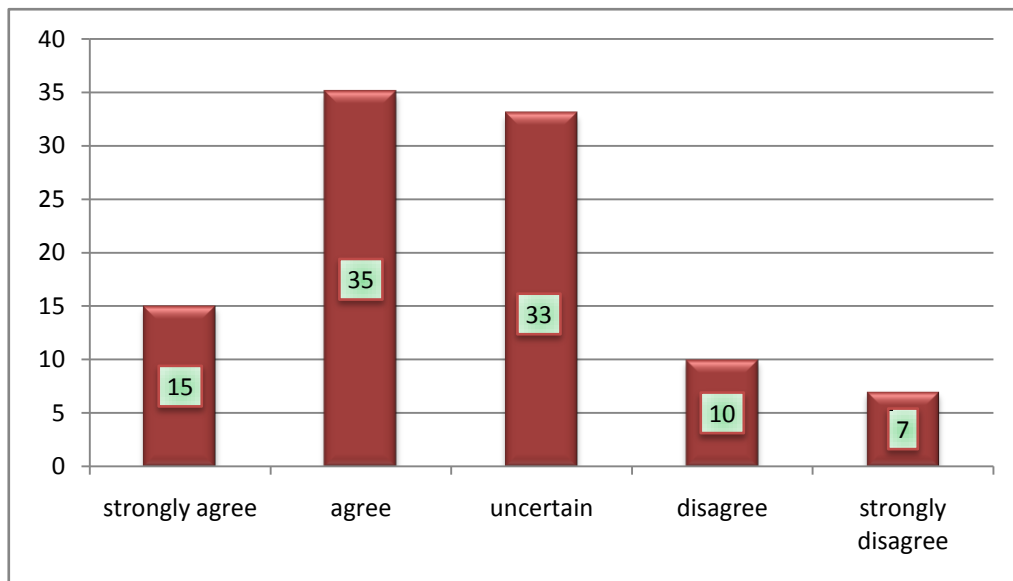


Figure 4.14: Feedback of Evaluation

In the above graph, respondents agree that they get feedback of their evaluation with 15% strongly agree, 35% agree, 33% uncertain and 10% disagree and 7% strongly disagree.

E. Do all the Employees Believe and Have Faith on Current Practice Followed?

Table 4.15: Employees Believe

Employees Believe					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	14.0	14.0	14.0
	Agree	32	32.0	32.0	46.0
	Uncertain	31	31.0	31.0	77.0
	Disagree	12	12.0	12.0	89.0
	Strongly disagree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

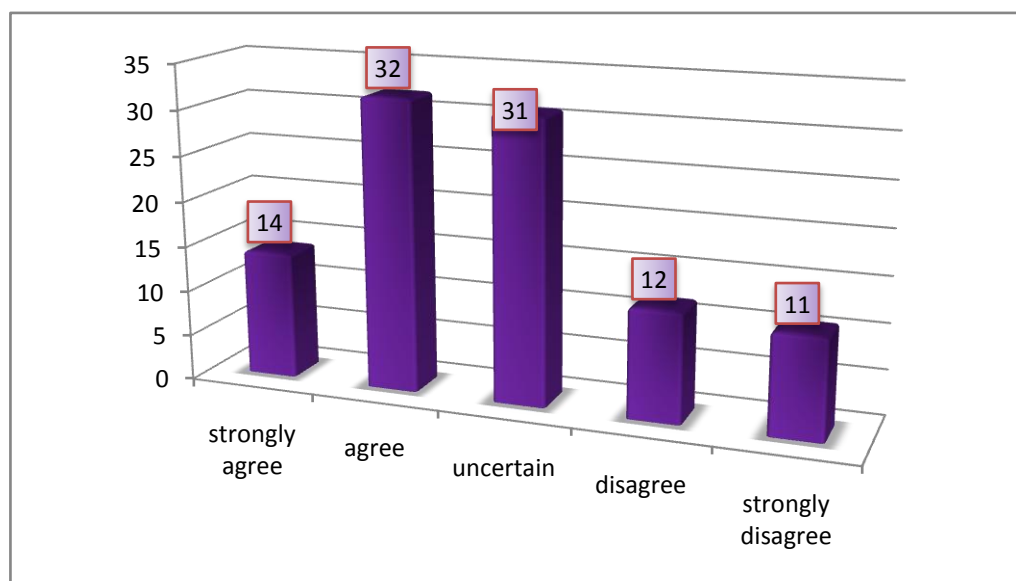


Figure 4.15: Employees Believe

In the above graph, respondents agree that the employees believe and have faith on current practice followed with 14% strongly agree, 32% agree, 31% uncertain and 12% disagree and 11% strongly disagree.

F. Do You Agree that the Current Practices for Performance Appraisal are Effective in Bringing Substantial Result?

Table 4.16: Overall Effectiveness of Current Practices

Overall Effectiveness of Current Practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	21	21.0	21.0	21.0
	Agree	22	22.0	22.0	43.0
	Uncertain	37	37.0	37.0	80.0
	Disagree	20	20.0	20.0	100.0
	Strongly disagree	0	0.0	0.0	100.0
	Total	100	100.0	100.0	

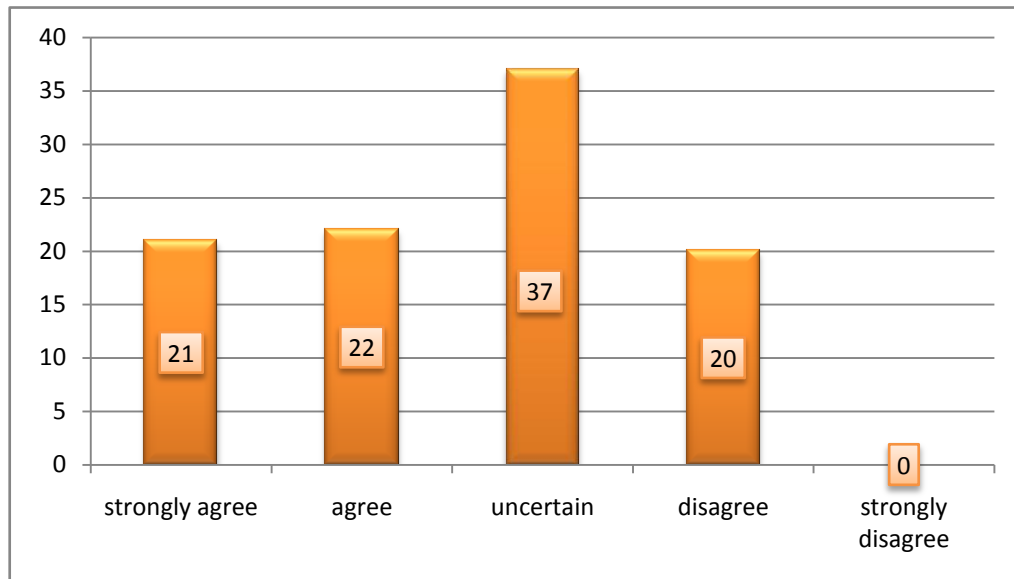


Figure 4.16: Overall Effectiveness of Current Practices

In the above, graph the respondents agree that the current practices for performance appraisal are effective in bringing substantial result with 21% strongly agree, 22% agree, 37% uncertain and 20% disagree and 0% strongly disagree.

4.2.3 Objective 3 – Studied Through 4 Variables

A. Performance is Effectively Monitored?

Table 4.17: Regular Monitoring of Performance

Regular Monitoring of Performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	27	27.0	27.0	27.0
	Agree	39	39.0	39.0	66.0
	Uncertain	19	19.0	19.0	85.0
	Disagree	15	15.0	15.0	100.0
	Strongly disagree	0	0.0	0.0	100.0
	Total	100	100.0	100.0	

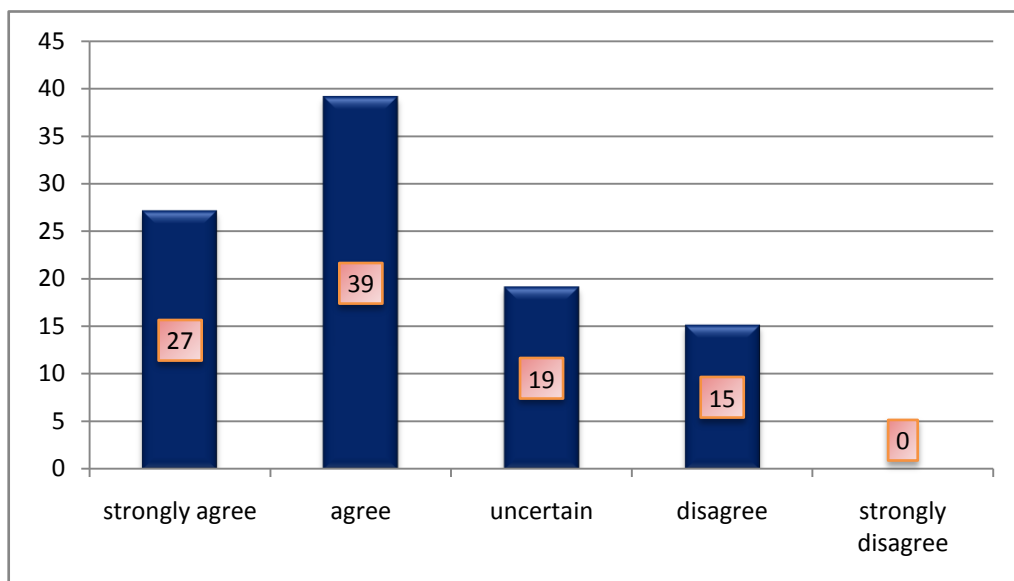


Figure 4.17: Regular Monitoring of Performance

In the above graph, respondents agree that Performance is effectively monitored with 27% strongly agree, 39% agree, 19% uncertain and 15% disagree and 0% strongly disagree.

B. Appreciation and being praised by their managers for successful Employees increase their success at work?

Table 4.18: Employee Appreciation

Employee Appreciation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	23	23.0	23.0	23.0
	Agree	33	33.0	33.0	56.0
	Uncertain	23	23.0	23.0	79.0
	Disagree	12	12.0	12.0	91.0
	Strongly disagree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

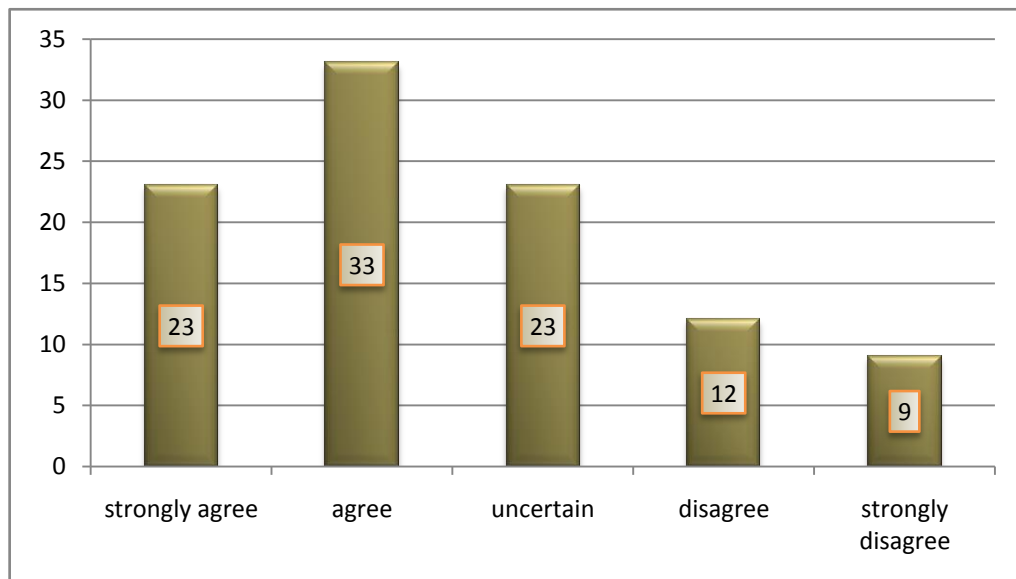


Figure 4.18: Employee Appreciation

In the above graph, respondents agree that Appreciation and being praised by their managers for successful Employees increase their success at work with 23% strongly agree, 33% agree, 23% uncertain and 12% disagree and 9% strongly disagree.

C. Performance appraisal is used as a decision-making tool for increasing performance and set promotion standards?

Table 4.19: Using Appraisal as a Tool for Promotion Standards

Using Appraisal as a Tool for Promotion Standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	26	26.0	26.0	26.0
	Agree	25	25.0	25.0	51.0
	Uncertain	28	28.0	28.0	79.0
	Disagree	14	14.0	14.0	93.0
	Strongly disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

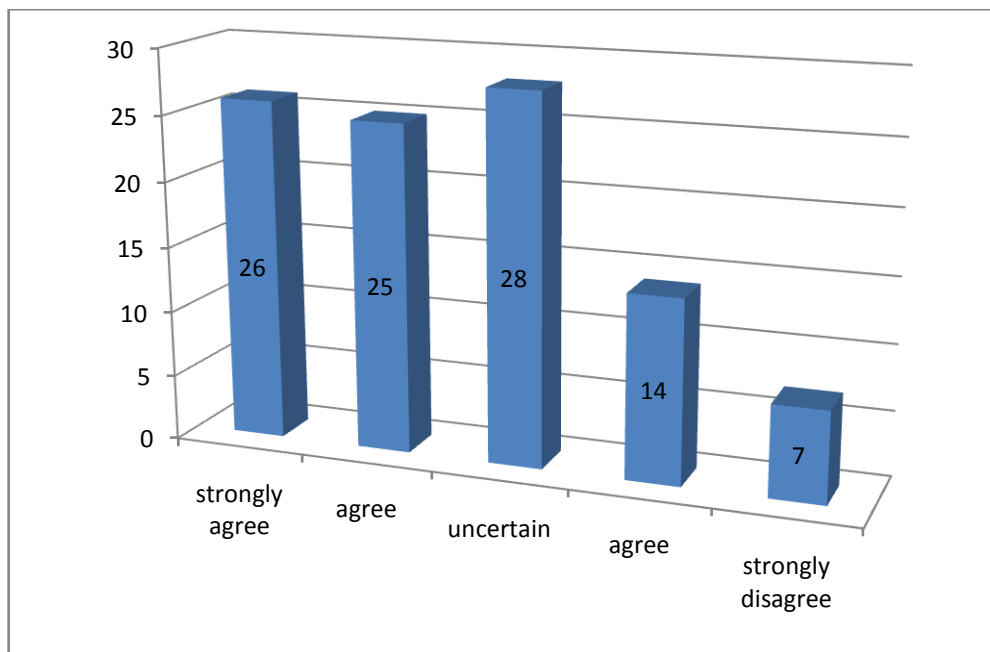


Figure 4.19: Using Appraisal as a Tool for Promotion Standards

In the above graph, respondents are uncertain that Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards with 26% strongly agree, 25% agree, 28% uncertain and 14% disagree and 7% strongly disagree.

D. When your performance has not met standards, your manager discusses with you the reasons?

Table 4.20: Discussions After Evaluation

Discussions After Evaluation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	18	18.0	18.0	18.0
	Agree	36	36.0	36.0	54.0
	Uncertain	26	26.0	26.0	80.0
	Disagree	12	12.0	12.0	92.0
	Strongly disagree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

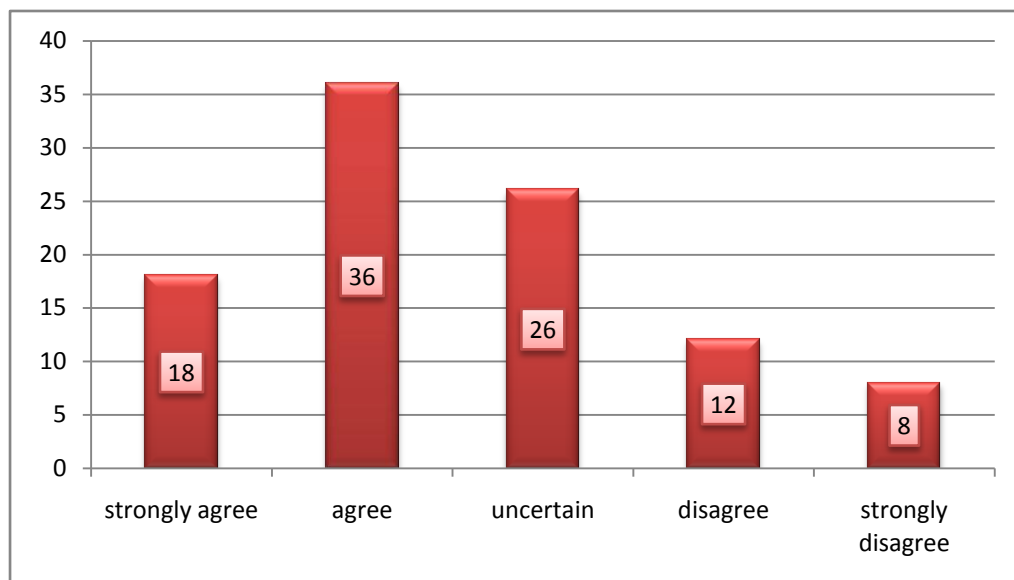


Figure 4.20: Discussions After Evaluation

In the above graph, the respondents agree that when your performance has not met minimum standards, your manager discusses with you the reasons with 18% strongly agree, 36% agree, 26% uncertain and 12% disagree and 8% strongly disagree.

4.2.4 Objective 4 – Studied with 7 Variables

A. In your opinion performance appraisal can evaluate employee properly?

Table 4.21: Manager's Opinion of Appraisal

Manager's Opinion of Appraisal					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	11.0	11.0	11.0
	Agree	28	28.0	28.0	39.0
	Uncertain	38	38.0	38.0	77.0
	Disagree	12	12.0	12.0	89.0
	Strongly disagree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

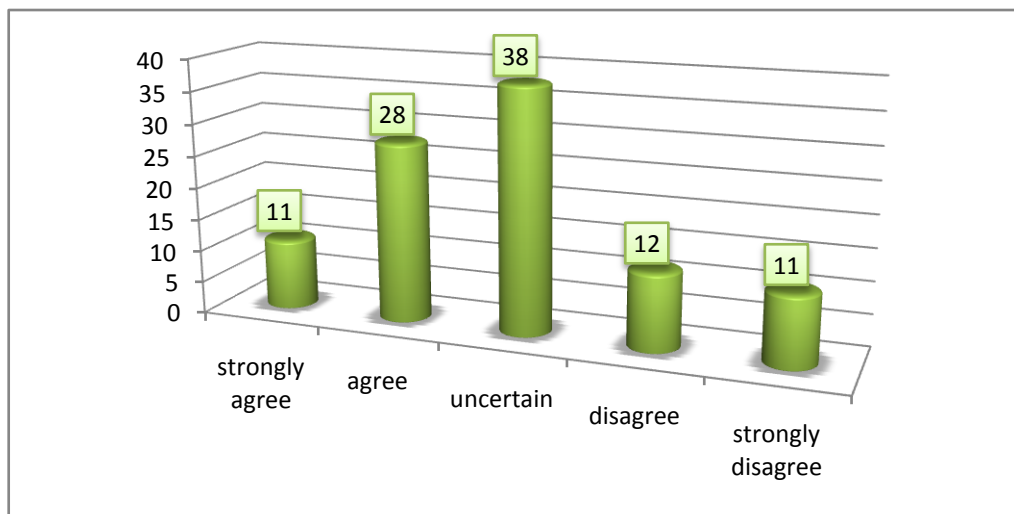


Figure 4.21: Manager's Opinion of Appraisal

All the three categories that agree, disagree and uncertain with respect to the question - In your opinion performance appraisal can evaluate employee properly? The percentages are 11% strongly agree, 28% agree, 38% uncertain and 12% disagree and 11% strongly disagree.

B. Do you wish to improve your result score?

Table 4.22: Manager's Intent to Improve

Manager's Intent to Improve					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	25	25.0	25.0	25.0
	Agree	26	26.0	26.0	51.0
	Uncertain	29	29.0	29.0	80.0
	Disagree	19	19.0	19.0	99.0
	Strongly disagree	0	0.0	0.0	99.0
	Total	100	100.0	100.0	

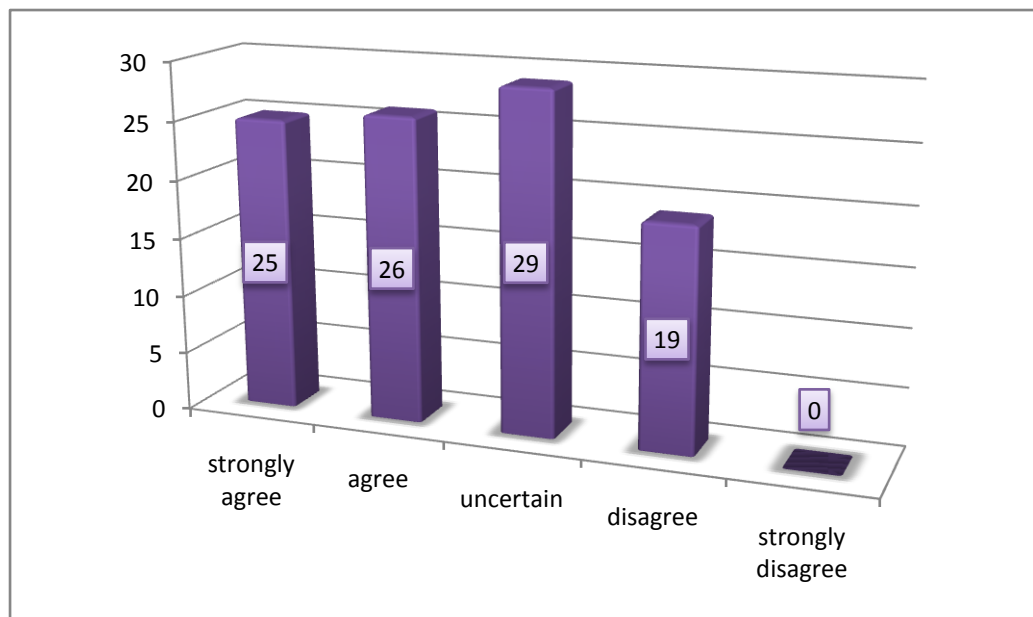


Figure 4.22: Manager's Intent to Improve

In the above graph, respondents agree that they wish to improve their result score with 25% strongly agree, 26% agree, 29% uncertain, 19% disagree and 0% strongly disagree.

C. Do you agree with evaluation results you get?

Table 4.23: Manager's Agreement with Results

Manager's Agreement with Results					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	10.0	10.0	10.0
	Agree	23	23.0	23.0	33.0
	Uncertain	36	36.0	36.0	69.0
	Disagree	16	16.0	16.0	85.0
	Strongly disagree	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

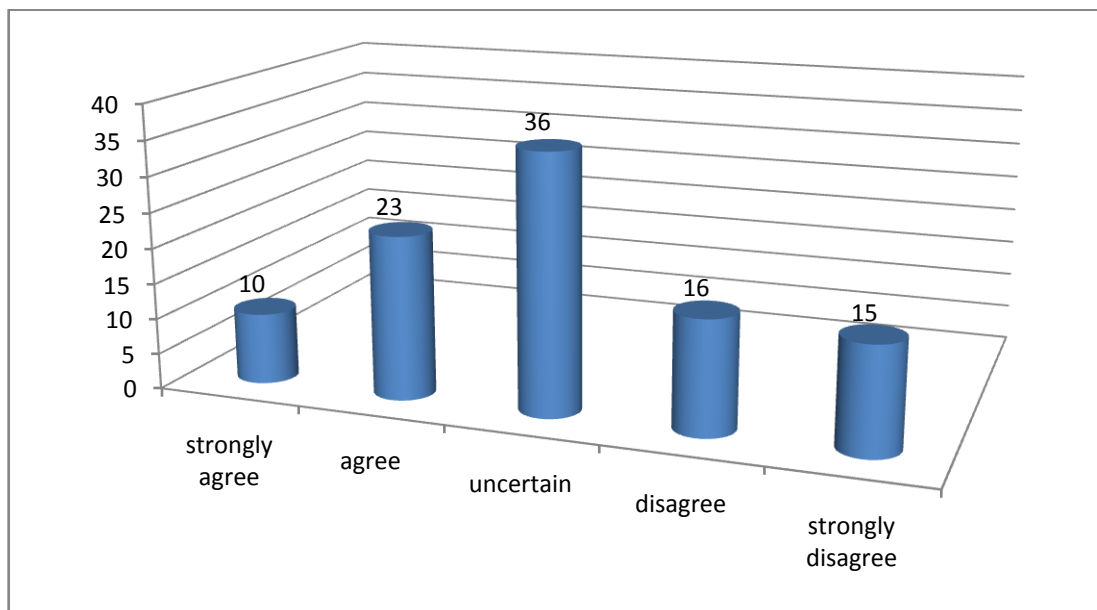
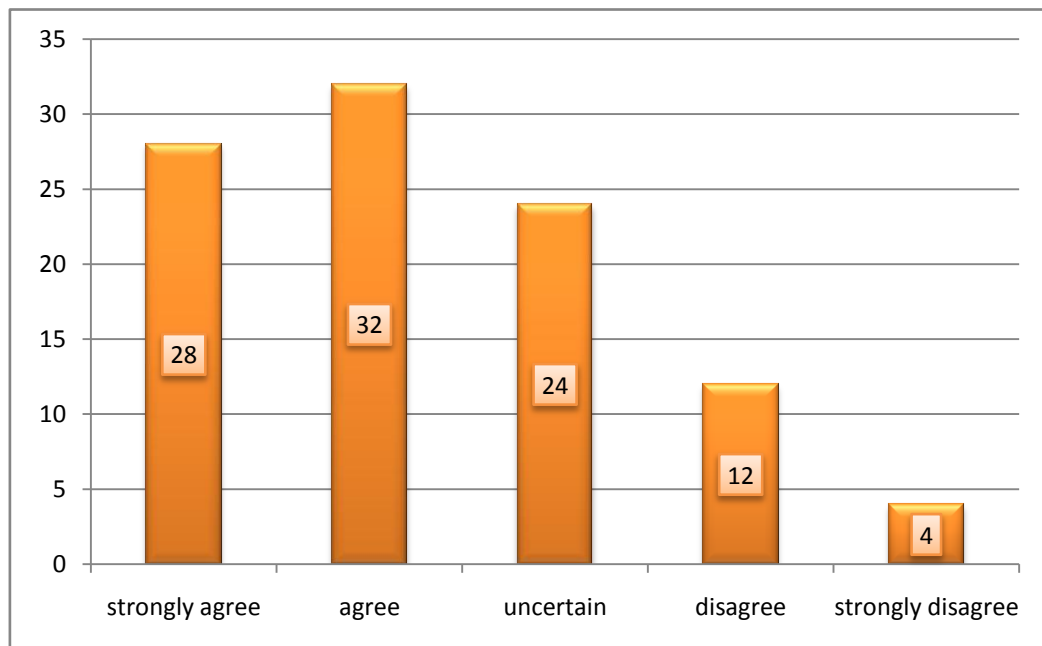


Figure 4.23: Manager's Agreement with Results

All the three categories that agree, disagree and uncertain with respect to the question: Do you agree with the evaluation results you get? The percentages are 15% strongly agree, 18% agree, 36% uncertain and 16% disagree and 15% strongly disagree.

D. Do the evaluation results impact on your behavior, attitudes and morale?**Table 4.24: Impact of Results on Managers**

Impact of Results on Managers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	28	28.0	28.0	28.0
	Agree	32	32.0	32.0	60.0
	Uncertain	24	24.0	24.0	84.0
	Disagree	12	12.0	12.0	96.0
	Strongly disagree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

**Figure 4.24: Impact of Results on Managers**

In the above graph, respondents agree that the evaluation results impact on your behaviour, attitudes and morale with 28% strongly agree, 32% agree, 24% uncertain and 12% disagree and 4% strongly disagree.

**E. How does your employee feel when they get the results of the appraisal?
Employee feelings of results**

Table 4.25: Employee Feelings of Results

Employee Feelings of Results					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	26	26.0	26.0	26.0
	Agree	24	24.0	24.0	50.0
	Uncertain	33	33.0	33.0	83.0
	Disagree	12	12.0	12.0	95.0
	Strongly disagree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

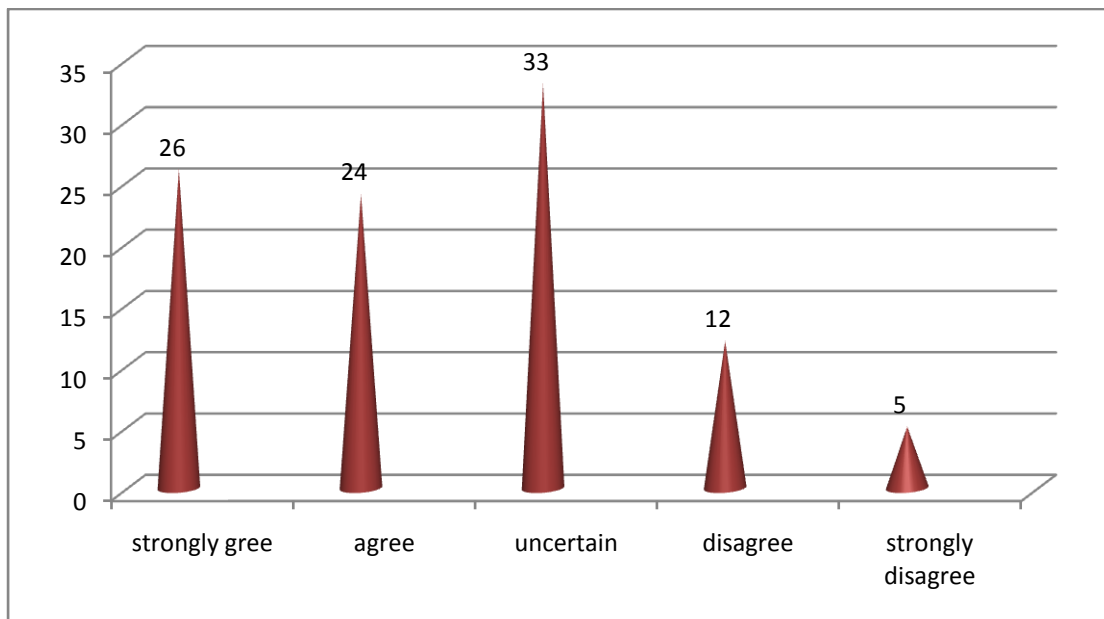


Figure 4.25: Employee Feelings of Results

In the above graph, respondents agree that Employees have certain feelings for the results of appraisal with 24% strongly agree, 25% agree, 29% uncertain and 10% disagree and 12% strongly disagree.

F. Do you always get the expected results of the performance evaluation whatever you are expecting?

Table 4.26: Expected Results

Expected Results					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	16.0	16.0	16.0
	Agree	34	34.0	34.0	50.0
	Uncertain	33	33.0	33.0	83.0
	Disagree	12	12.0	12.0	95.0
	Strongly disagree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

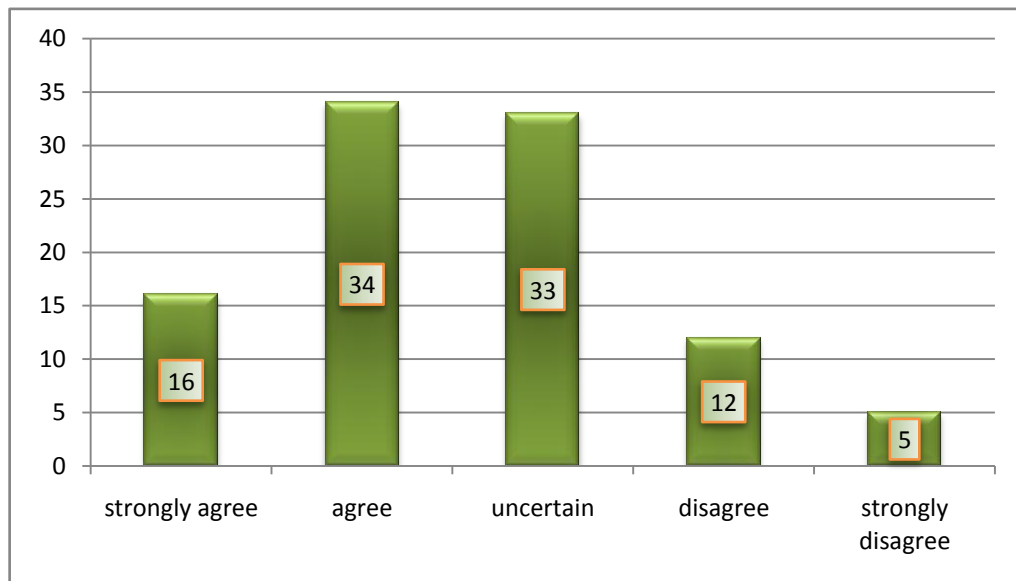


Figure 4.26: Expected Results

In the above diagram, respondents agree that they get the expected results of the Performance evaluation whatever they are expecting with 16% strongly agree, 34% agree, 33% uncertain and 12% disagree and 5% strongly disagree.

G. Are you satisfied with the current performance appraisal system of your organization?

Table 4.27: Manager's Satisfaction with Current Performance Appraisal System

Manager's Satisfaction with Current Performance Appraisal System					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	21	21.0	21.0	21.0
	Agree	38	38.0	38.0	59.0
	Uncertain	26	26.0	26.0	85.0
	Disagree	9	9.0	9.0	94.0
	Strongly disagree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

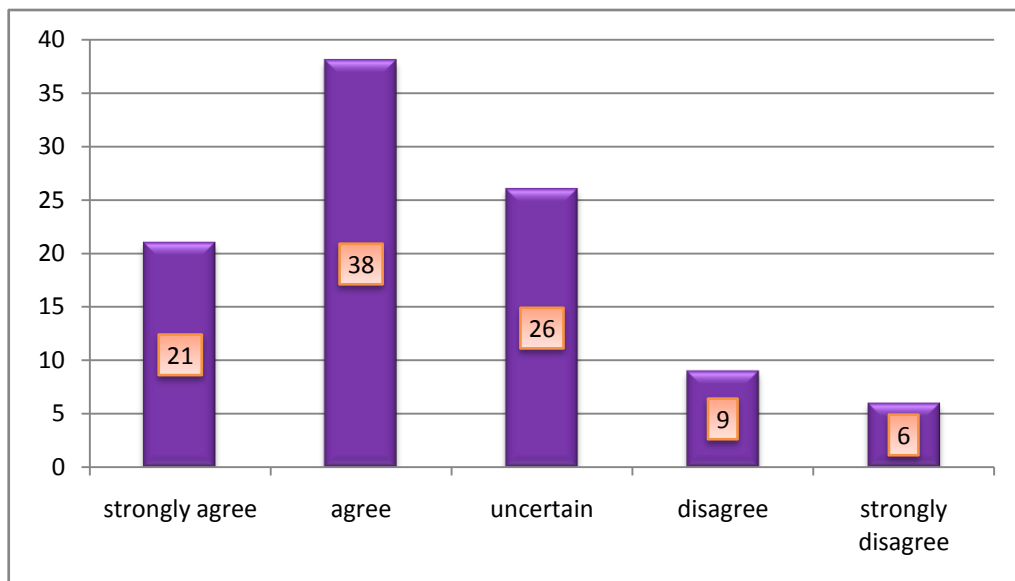


Figure 4.27: Manager's Satisfaction with Current Performance Appraisal System

In the above graph, respondents are satisfied with the current performance appraisal system of their organization with 21% strongly agree, 38% agree, 26% uncertain and 9% disagree and 6% strongly disagree.



Chapter – 5
Data Interpretation



CHAPTER – 5

DATA INTERPRETATION

5.1 Objective Wise

Objective No.1: To study the impact of appraisal and motivation factors on the performance of employees from a managers perspective

The impact of appraisal and motivation on the performance of employees from managers' perspective was studied by following eight factors by asking questions from managers mentioned below:

1. Level of wage: Q. - Level of wage affects performance?
2. Rewards: Q. - When employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases?
3. Motivation: Q. - In order to have high performance, it is effective to motivate employees to involve at workplaces?
4. Promotion opportunities: Q. - Promotion opportunities affect performance?
5. Employee Talent: Q. - Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?
6. Rewarding mechanism: Q. - Rewarding mechanism affects performance?
7. Actual Promotion: Q. - Performance of the employee may be increased by promoting them?
8. Increased responsibility and authority: Q- Giving more responsibility and increasing the authorization for Employees is effective to increase their performance?

The objective is to evaluate the impact of appraisal and motivation on the performance of employees from the managers' perspective in private and public sector banks. The objective is accomplished in two parts:

- a. First, the perception of managers that appraisal and motivation factors affect the performance of employees is established.
- b. Second a comparative analysis of the perception of public and private sector bank managers regarding the impact of appraisal and motivation on the performance of employees is done.
- c. Since the objective is to identify and establish the perception of managers that appraisal and motivation factors affect the performance of employees, accordingly the main hypothesis proposed is:

H1: there is a significant impact of appraisal and motivation factors on employee output or performance as perceived by the bank managers.

The eight questions mentioned above were considered as the eight appraisal and motivation factors affecting the performance of employees. As it was asked directly from the managers that whether different factors related to appraisal and motivation affect the performance of employees or not and the answers were recorded in degrees of agreement or disagreement, the agreement with any question shows that the particular factor (like promotion, reward etc.) impacts the performance of employees. If the majority of the managers agree with the questions it may be considered that appraisal and motivation factors impact the performance of employees as perceived by them. Therefore it was statistically tested whether the significant number of managers agrees with the questions or not. In other words, it can be said that it is tested whether the probability of managers' agreement with the question is significantly greater than

that of their disagreement or uncertainty. In order to test whether the ‘agree’ category occurs significantly more than the other two categories, One-Sample Chi-Square Test of Equal Occurrences is applied. Originally the questions were recorded in five categories ranging from strongly agree to strongly disagree but basically it was needed to test only three categories viz. agreement, uncertainty and disagreement. So in order to apply the test the answers of each question were re-coded into three basic categories of agree, uncertain and disagree. Strongly agree and agree categories were merged to form a single category of ‘agree’. Similarly, disagree and strongly disagree categories were merged to form a single category of ‘disagree’. Uncertain was left as it is.

As per the above discussion the main working null and alternate hypothesis are (three categories refer to agree, uncertain and disagree):

H₀1: all three categories are equally probable regarding the managers’ perception of the impact of appraisal and motivation factors on employee performance.

H_A1: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of appraisal and motivation factor son employee performance is concerned.

Since there were eight factors considered for objective, therefore, eight sub null Hypothesis were formulated:

H₀1a: all three categories are equally probable regarding the managers’ perception of the impact of the level of wages on employee performance.

H₀1b: all three categories are equally probable regarding the managers’ perception of the impact of reward on employee performance.

H₀1c: all three categories are equally probable regarding the managers' perception of the impact of motivation on employee performance.

H₀1d: all three categories are equally probable regarding the managers' perception of the impact of promotion opportunities on employee performance.

H₀1e: all three categories are equally probable regarding the managers' perception of the impact of better talent management on employee performance

H₀1f: all the three categories are equally probable regarding the managers' perception of the impact of rewarding mechanism on employee performance.

H₀1g: all three categories are equally probable regarding the managers' perception of the impact of actual promotion on employee performance.

H₀1h: all three categories are equally probable regarding the managers' perception of the impact of increased responsibility and authority on employee performance.

5.2 In Accordance with the Alternate Hypothesis Formulated are:

H_A1a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of the level of wages on employee performance is concerned.

H_A1b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of reward on employee performance is concerned.

H_{A1c}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of motivation on employee performance is concerned.

H_{A1d}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of promotion opportunities on employee performance is concerned.

H_{A1e}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of better talent management on employee performance is concerned.

H_{A1f}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of rewarding mechanism on employee performance is concerned.

H_{A1g}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of actual promotion on employee performance is concerned.

H_{A1h}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of increased responsibility and authority on employee performance is concerned.

5.3 Hypothesis H_{01a} to H_{01h} Testing

As discussed above One-Sample Chi-Square Test of Equal Occurrences is applied to test Hypothesis H_{01a} to H_{01h}. First, the descriptive statistics for recoded factor after recoding is shown then the test statistics are given.

5.3.1 H_{01a} : all three categories are equally probable regarding the managers' perception of the impact of the level of wages on employee performance.

H_{A1a} : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of the level of wages on employee performance is concerned.

Table 5.1: Test of Hypothesis H_{01a}

Level of Wage Affects Performance?			
	Observed N	Expected N	Residual
Agree	62	33.3	28.7
uncertain	22	33.3	-11.3
disagree	16	33.3	-17.3
Total	100		

Test Statistics	
Level of Wage Affects Performance?	
Chi-Square	37.520 ^a
Dof	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

5.3.2 H_0b : all three categories are equally probable regarding the managers' perception of the impact of reward on employee performance.

H_Ab : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of reward on employee performance is concerned.

Table 5.2: Test of Hypothesis H_0b

When employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases?			
	Observed N	Expected N	Residual
Agree	64	33.3	30.7
uncertain	24	33.3	-9.3
disagree	12	33.3	-21.3
Total	100		

Test Statistics	
When employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases?	
Chi-Square	44.480 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

5.3.3 H_{0c} : all three categories are equally probable regarding the managers' perception of the impact of motivation on employee performance.

H_{Ac} : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of motivation on employee performance is concerned.

Table 5.3: Test of Hypothesis H_{0c}

In order to have high performance, it is effective to motivate Employees involve at workplaces?			
	Observed N	Expected N	Residual
Agree	53	33.3	19.7
uncertain	27	33.3	-6.3
disagree	20	33.3	-13.3
Total	100		

Test Statistics	
In order to have high performance, it is effective to motivate Employees involve at workplaces?	
Chi-Square	18.140 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

5.3.4 H_0 : all three categories are equally probable regarding the managers' perception of the impact of promotion opportunities on employee performance.

H_A : all the three categories are not equally probable the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of promotion opportunities on employee performance is concerned.

Table 5.4: Test of Hypothesis H_0

Promotion opportunities affect performance?			
	Observed N	Expected N	Residual
Agree	54	33.3	20.7
Uncertain	29	33.3	-4.3
Disagree	17	33.3	-16.3
Total	100		

Test Statistics	
	Promotion opportunities affect performance?
Chi-Square	21.350 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value for is .069 which is greater than .05 hence so the null hypothesis of equal occurrence is rejected in favour of the alternate hypothesis.

5.3.5 H_{0e} : all three categories are equally probable regarding the managers' perception of the impact of better talent management on employee performance

H_{Ae} : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of better talent management on employee performance is concerned.

Table 5.5: Test of Hypothesis H_{0e}

Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?			
	Observed N	Expected N	Residual
Agree	50	33.3	16.7
uncertain	30	33.3	-3.3
Disagree	20	33.3	-13.3
Total	100		

Test Statistics	
Increase of performance may be seen if managers observe the talents of the employees and direct to improve their talents?	
Chi-Square	14.000 ^a
Df	2
Asymp. Sig.	.001

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

5.3.6 H_0 : all the three categories are equally probable regarding the managers' perception of the impact of rewarding mechanism on employee performance.

H_A : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of rewarding mechanism on employee performance is concerned.

Table 5.6: Test of Hypothesis H_0

Rewarding mechanism affects performance?			
	Observed N	Expected N	Residual
Agree	51	33.3	17.7
uncertain	26	33.3	-7.3
Disagree	23	33.3	-10.3
Total	100		

Test Statistics	
Rewarding mechanism affects performance?	
Chi-Square	14.180 ^a
Df	2
Asymp. Sig.	.001

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

5.3.7 H_0 : all the three categories are equally probable regarding the managers' perception of the impact of actual promotion on employee performance.

H_A : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of actual promotion on employee performance is concerned.

Table 5.7: Test of Hypothesis H_0

Performance of the employee may be increased by promoting them?			
	Observed N	Expected N	Residual
Agree	58	33.3	24.7
uncertain	25	33.3	-8.3
Disagree	17	33.3	-16.3
Total	100		

Test Statistics	
Performance of the employee may be increased by promoting them?	
Chi-Square	28.380 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .000 with a large value of chi-square hence the null hypothesis of equal occurrence is rejected in favour of the alternate hypothesis.

5.3.8 H_0h : all three categories are equally probable regarding the managers' perception of the impact of increased responsibility and authority on employee performance.

H_Ah : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception regarding the impact of increased responsibility and authority on employee performance is concerned.

Table 5.8: Test of Hypothesis H_0h

Giving more responsibility and increasing the authorization for Employees is effective to increase their performance?			
	Observed N	Expected N	Residual
Agree	46	33.3	13.7
uncertain	28	33.3	-5.3
Disagree	26	33.3	-7.3
Total	100		

Test Statistics	
Giving more responsibility and increasing the authorization for Employees is effective to increase their performance?	
Chi-Square	7.280 ^a
Df	2
Asymp. Sig.	.026

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so the null hypothesis of equal occurrences is rejected in favour of the alternate hypothesis.

Out of 8 factors considered it is evident that for 6 factors the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of appraisal and motivation factors on employee performance is concerned. It is not significant for only two factors representing promotion opportunities and reward mechanism. So it may be concluded that as far as the managers’ perception is concerned there is a significant impact of appraisal and motivation factors on employee performance for the majority of the appraisal and motivation factors. This can further be confirmed by adding all using the Additive Property of Chi-Square where all the values of Chi-Square for respective factors are added up along with the degrees of freedom and the resultant value is compared with the table value shown in below table

Table 5.9: Chi Square Total

Factors	Factors' Chi-Square	Degree of Freedom
Level of wages	37.580	2
Actual Reward	44.480	2
Motivation	18.140	2
Promotion opportunities	21.380	2
Employee Talent	14.000	2
Rewarding mechanism	14.180	2
Actual Promotion	28.340	2
Increased responsibility	8.540	2
Chi Square Total	186.64	16

The chi-square total is 186.64 with total Dof 16, this value is greater than the critical value of chi-square at 16 of which is 26.296. From this analysis we can reject the null hypothesis H_0 in favour of H_A which is:

H_A : all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception regarding the impact of appraisal and motivation factors on employee performance is concerned.

Therefore it may be concluded a significant number of managers have the perception that appraisal and motivation factors affect the performance of the employees.

5.4 A Comparative Analysis of the Perception of Public and Private Sector Bank Managers Regarding the Impact of Appraisal And Motivation Factors on Employee Performance.

The second part of the analysis consists of the comparison of perception public and private sector bank managers regarding the impact of appraisal and motivation factors.

First, descriptive statistics are shown:

Table 5.10: Types of Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
public	50	50.0	50.0	50.0
Valid private	50	50.0	50.0	100.0
Total	100	100.0	100.0	

Type of bank is a categorical variable and data on different the factors were collected with five ordered categories which were consolidated into three ordered categories,

therefore, the data may be considered to be collected at ordinal level. Since data at ordinal level is tested through non-parametric techniques and as there is only two categories viz. public and private sector bank, therefore, Mann-Whitney Test is used.

The null hypothesis for Mann-Whitney is:

H_0 2g: there is no significant difference in perception of public and private sector bank managers regarding the impact of appraisal and motivation factors on employee performance.

H_A 2g: there is a significant difference in the perception of public and private sector bank managers regarding the impact of appraisal and motivation factors on employee performance.

In the Mann-Whitney Test the mean perception of managers regarding the impact of appraisal and motivation factors on employee performance in two groups that is public sector and private sector banks is compared and if the mean of two groups differ significantly then it is concluded that there is a significant difference between mean perception of public and private sector bank managers regarding the impact of appraisal and motivation factors on employee performance. Since there are eight factors identified in this objective the test is applied separately for each factor with eight different hypothesis as shown in the table below:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of P1.Level of wage affects performance? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.261	Retain the null hypothesis.
2	The distribution of P2.When employees are rewarded, they seek for the tools and processes which may be beneficial for the organization and so the performance and interest on the work increases? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.131	Retain the null hypothesis.
3	The distribution of P3.In order to have high performance, it is effective to motivate employees involve at workplaces? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.741	Retain the null hypothesis.
4	The distribution of P4.Promotion opportunities affect performance? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.001	Reject the null hypothesis.
5	The distribution of P5.Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.004	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 5.1: Test of Hypothesis Test Summary 1

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of P6.Rewarding mechanism affects performance? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.958	Retain the null hypothesis.
2	The distribution of P7.Performance of the employee may be increased by promoting them is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.935	Retain the null hypothesis.
3	The distribution of P8.Giving more responsibility and increasing the authorization for employees is effective to increase their performance? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.001	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 5.2: Test of Hypothesis Test Summary 2

From the above table, it is evident that the p values for factor 4, 5 and 8 are less .05 which means the public and private sector bank managers have different perceptions regarding the impact of these factors on performance appraisal. Whereas, the perception for all the other factors is the same. Factor 4,5 and 8 are Promotion opportunities, Employee Talent and Increased responsibility and authority. Therefore it may be concluded that the public and private sector bank managers have different perceptions for these factors. to study these differences a Contingency table, shown below is formulated:

Table 5.11: Contingency Table

Factors regarding Impact on Performance Appraisal		Public	Private
		Count	Count
P4.Promotion opportunities affect performance?	Agree	18	36
	Uncertain	21	8
	Disagree	11	6
P5.Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?	Agree	18	32
	Uncertain	18	12
	Disagree	14	6
P8.Giving more responsibility and increasing the authorization for employees are effective to increase their performance?	Agree	15	31
	Uncertain	18	10
	Disagree	17	9

It is very clear from the table that for these factors only private sector managers agree on insignificant number whereas the public sector managers have almost equal numbers in all the three categories.

Objective No.2: To know the current appraisal practices followed in private and public sector banks

To study and analyze the objective regarding current appraisal practices followed in private and public sector banks following six practices or factors were identified. These practices were studied by asking questions from managers as mentioned against each practice:

- A.** Consistent Performance Measurement: Q. - Is there a fair consistent basis for measuring performance and individual contribution to business objectives?
- B.** Manager Involvement: Q. - Are you involved in decisions which affect your performance at work?
- C.** Inclusive Evaluation: Q. - All employees in the banks are evaluated?
- D.** Feedback of Evaluation: Q. - Do you get feedback on your evaluation?
- E.** Employee faith in current practices: Q. - Do all the employees believe and have faith in current practice followed?
- F.** Overall effectiveness of current practices: Q. - Do you agree that the current practices for performance appraisal are effective in bringing substantial result?

The objective is to know the current appraisal practices followed in private and public sector banks. The objective is accomplished in two parts:

- a. First, the current practices are identified and the perception of managers regarding current practices is established.
- b. Second, the identified practices are compared with respect to the public and private sector banks.

- a. The identified practices were analyzed by six questions mentioned above and the managers were asked directly regarding the current practices in their respective banks. Here also the answers were recorded in degrees of agreement or disagreement, the agreement with any question shows that the current practice in consideration is being followed. If the majority of the managers agree with any question it may be considered that current practice in consideration appraisal is followed as perceived by them. Therefore it was statistically tested whether the significant number of managers agrees with the questions or not. In other words, it can be said that it is tested whether the probability of managers' agreement with the question is significantly greater than that of their disagreement or uncertainty. In order to test whether the 'agree' category occurs significantly more than the other two categories, One-Sample Chi-Square Test of Equal Occurrences are applied. Originally these questions were also recorded in six categories ranging from strongly agree to strongly disagree but basically it was needed to test only three categories viz. agreement, uncertainty and disagreement. So in order to apply the test the answers of each question were re-coded into three basic categories of agree, uncertain and disagree. Strongly agree and agree categories were merged to form a single category of 'agree'. Similarly, disagree and strongly disagree categories were merged to form a single category of 'disagree'. Uncertain was left as it is. Since there were six questions regarding current practices six working Null and Alternate hypothesis were proposed (three categories refer to agree, uncertain and disagree):

H₀2a: all the three categories are equally probable regarding the managers' perception of the practice of fair consistent basis for measuring performance and individual contribution to business objectives.

H₀2b: all the three categories are equally probable regarding the managers' perception of the practice of manager involvement in decisions which affect their performance.

H₀2c: all the three categories are equally probable regarding the managers' perception of the practice of involvement of all employees in the bank for evaluation.

H₀2d: all the three categories are equally probable regarding the managers' perception of the practice of providing feedback of their evaluation.

H₀2e: all the three categories are equally probable regarding the managers' perception of belief and faith of all employees in the current practices of the bank.

H₀2f: all three categories are equally probable regarding the managers' perception of the overall effectiveness of current practices for performance appraisal.

Accordingly, the Alternate hypothesis are:

H_A2a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of fair consistent basis for measuring performance and individual contribution is concerned.

H_A2b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of manager involvement in decisions which affect their performance is concerned.

H_A2c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of involvement of all employees in the bank for evaluation is concerned.

H_A2d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of providing the feedback of their evaluation is concerned.

H_A2e: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception of belief and faith of all employees in the current practices of the bank is concerned.

H_A2f: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception of the overall effectiveness of current practices for performance appraisal is concerned.

Hypothesis H₀2a to H₀2f Testing

As discussed above One-Sample Chi-Square Test of Equal Occurrences is applied to test Hypothesis H₀2a to H₀2f. First, the hypothesis is mentioned then descriptive statistics for recoded factor after recoding is shown and finally the test statistics are given.

H₀2a: all the three categories are equally probable regarding the managers’ perception of the practice of fair consistent basis for measuring performance and individual contribution to business objectives.

H_A2a: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception of the practice of fair consistent basis for measuring performance and individual contribution is concerned.

Table 5.12: Test of Hypothesis H_A2a

Is There a Fair Consistent Basis for Measuring Performance and Individual Contribution to Business Objectives?			
	Observed N	Expected N	Residual
Agree	49	33.3	15.7
Uncertain	35	33.3	1.7
Disagree	16	33.3	-17.3
Total	100		

Test Statistics	
Is there a fair consistent basis for measuring performance and individual contribution to business objectives?	
Chi-Square	.16460 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀2b: all the three categories are equally probable regarding the managers' perception of the practice of manager involvement in decisions which affect their performance.

H_A2b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of manager involvement in decisions which affect their performance is concerned.

Table 5.13: Test of Hypothesis H_{A2b}

Are You Involved in Decisions Which Affect Your Performance at Work?			
	Observed N	Expected N	Residual
Agree	35	33.3	1.7
Uncertain	34	33.3	.7
Disagree	31	33.3	-2.3
Total	100		

Test Statistics	
Are you involved in decisions which affect your performance at work?	
Chi-Square	.260 ^a
Df	2
Asymp. Sig.	.878

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is more than .05 so the null hypothesis of equal occurrence is retained.

H_{02c}: all the three categories are equally probable regarding the managers' perception of the practice of involvement of all employees in the bank for evaluation.

H_{A2c}: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of involvement of all employees in the bank for evaluation is concerned.

Table 5.14: Test of Hypothesis H_{A2c}

All Employees in the Banks are Evaluated?			
	Observed N	Expected N	Residual
Agree	39	33.3	5.7
Uncertain	38	33.3	4.7
Disagree	23	33.3	-10.3
Total	100		

Test Statistics	
All employees in the banks are evaluated?	
Chi-Square	4.820 ^a
Df	2
Asymp. Sig.	.090

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is more than .05 so the null hypothesis of equal occurrence in is retained.

H_{02d}: all the three categories are equally probable regarding the managers' perception of the practice of providing feedback of their evaluation.

H_{A2d}: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the practice of providing the feedback of their evaluation is concerned.

Table 5.15: Test of Hypothesis H_{A2d}

Do You Get Feedback of Your Evaluation??			
	Observed N	Expected N	Residual
Agree	50	33.3	16.7
Uncertain	33	33.3	-.3
Disagree	17	33.3	-16.3
Total	100		

Test Statistics	
Do you get feedback of your evaluation?	
Chi-Square	16.340 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H_{02e}: all the three categories are equally probable regarding the managers' perception of belief and faith of all employees in the current practices of the bank.

H_{A2e}: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of belief and faith of all employees in the current practices of the bank is concerned.

Table 5.16: Test of Hypothesis H_{A2e}

Do all the employees believe and have faith in current practice followed?			
	Observed N	Expected N	Residual
Agree	46	33.3	12.7
Uncertain	31	33.3	-2.3
Disagree	23	33.3	-10.3
Total	100		

Test Statistics	
Do all the employees believe and have faith in current practice followed?	
Chi-Square	8.180 ^a
Df	2
Asymp. Sig.	.017

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is more than .05 so we fail to reject the null hypothesis or the null hypothesis is retained.

H_{02f}: all three categories are equally probable regarding the managers' perception of the overall effectiveness of current practices for performance appraisal.

H_{A2f}: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of the overall effectiveness of current practices for performance appraisal is concerned.

Table 5.17: Test of Hypothesis H_{A2f}

Do You Agree that the Current Practices for Performance Appraisal are Effective in Bringing Substantial Result?			
	Observed N	Expected N	Residual
Agree	43	33.3	9.7
Uncertain	37	33.3	3.7
Disagree	20	33.3	-13.3
Total	100		

Test Statistics	
Do you agree that the current practices for performance appraisal are effective in bringing substantial result?	
Chi-Square	8.540 ^a
Df	2
Asymp. Sig.	.014

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so reject the null hypothesis of equal occurrence is rejected in favour of the alternate hypothesis.

A comparative analysis of the mean perception of managers in public and private sector banks regarding current appraisal practices followed.

The second part of the analysis consists of the comparison of current appraisal practices followed in private and public sector banks. First, descriptive statistics are shown:

Table 5.18: Types of Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
public	50	50.0	50.0	50.0
Valid private	50	50.0	50.0	100.0
Total	100	100.0	100.0	

Type of bank is a categorical variable and data on different the factors were collected with five ordered categories which were consolidated into three ordered categories, therefore, the data may be considered to be collected at ordinal level. Since data at ordinal level is tested through non-parametric techniques and as there is only two categories viz. public and private sector bank, therefore, Mann-Whitney Test is used.

The null hypothesis for Mann-Whitney is:

H_0 : there is no significant difference in the current appraisal practices followed by public sector and private sector banks as perceived by managers.

H_A : there is a significant difference in the current appraisal practices followed by public sector and private sector banks as perceived by managers.

In the Mann-Whitney Test, the mean perception of managers regarding current appraisal practices in two groups that is public sector and private sector banks is compared and if the mean of two groups differs significantly then it is concluded that there is a significant difference between the mean perception of public and private sector bank managers regarding current appraisal practices followed. Since there are 6 practices in this objective the test is applied separately for each factor with six different hypothesis as shown in the table below:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of CP1. Is there a fair consistent basis for measuring performance and individual contribution to business objectives? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.001	Reject the null hypothesis.
2	The distribution of CP2. Are you involved in decisions which affect your performance at work? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.331	Retain the null hypothesis.
3	The distribution of CP3. All employees in the banks are evaluated? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.323	Retain the null hypothesis.
4	The distribution of CP4. Do you get feedback of your evaluation?? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.008	Reject the null hypothesis.
5	The distribution of CP5. Do all the employees believe and have faith current practice followed? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.001	Reject the null hypothesis.
6	The distribution of CP6. Do you agree that the current practices for performance appraisal are effective in bringing substantial result? is the same across categories of newbanktype.	Independent-Samples Mann-Whitney U Test	.005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 5.3: Test of Hypothesis Test Summary 3

The p values for factor 1, 4, 5 and 6 is less than .05 so the null hypothesis is rejected whereas for factor 2 and 3 p-value is more than .05 so the null hypothesis are retained for these factors. Therefore the main null H_{02g} can neither be rejected wholly nor may be retained wholly. Hence it may be concluded that the perceptions of managers regarding current appraisal practices followed in public and private sector banks are the same for two factors whereas it is different for four factors.

The perception of factor 2 and 3 that is regarding Manager Involvement and Inclusive evaluation is the same for the managers of the public as well as private sector banks. Whereas the perception for factor 1, 4, 5 and 6 that is regarding Consistent Performance Measurement, Feedback of Evaluation, Employee faith in current practices and Overall effectiveness of current practices respectively is different for the managers of public and private sector banks. As the perception for these factors is different a further analysis may be done to determine where the actual difference exists. To study the difference Contingency Tables are formulated for all the four factors shown below:

Table 5.19:Contingency Table

Current Practice Factors		Public	Private
		Count	Count
CP1.Is there a fair consistent basis for measuring performance and individual contribution to business objectives?	Agree	34	15
	Uncertain	10	25
	Disagree	6	10
CP4.Do you get feedback on your evaluation??	Agree	18	32
	Uncertain	21	12
	Disagree	11	6
CP5.Do all the employees believe and have faith in current practice followed?	Agree	33	13
	Uncertain	8	23
	Disagree	9	14
CP6.Do you agree that the current practices for performance appraisal are effective in bringing substantial result?	Agree	15	28
	Uncertain	21	16
	Disagree	14	6

It is clear from the table that for factor 1 and 5 that is regarding Consistent Performance Measurement and Employee faith in current practices only the public sector bank managers agree whereas for factor 4 and 6 that is regarding Feedback of Evaluation and Overall effectiveness of current practices only the private sector bank managers agrees.

Objective No.: 3 To find what HR interventions are seen to make performance appraisal systems more effective in general that of public and private sector bank

To study and analyze these objective four HR interventions were identified or factors were identified. These HR interventions were studied by asking questions from managers as mentioned against each HR intervention:

1. Regular monitoring of performance: Q. - Performance is effectively monitored?
2. Employee appreciation: Q. - Appreciation and being praised by their managers for successful Employees increase their success at work?
3. Using appraisal as a tool for promotion standards: Q. - Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards?
4. Discussions after evaluation: Q. - When your performance has not met minimum standards, your manager discusses with you the reasons?

The objective is to determine HR interventions that make performance appraisal systems more effective in general that of public and private sector bank. The objective is accomplished in two parts:

Identification of HR interventions and the establishment of the perception of managers that whether these interventions make performance appraisal systems more effective.

A comparative analysis of the perception of public and private sector bank managers regarding HR interventions that makes appraisal system more effective.

The four identified intervention were analyzed with the help of four questions mentioned above and these questioned were directly posed to managers for their response regarding the role of HR interventions making performance appraisal systems more effective in their respective banks. Here also the answers were recorded in degrees of agreement or disagreement, the agreement with any question shows that

the HR intervention in consideration makes performance appraisal systems more effective. If the majority of the managers agree with any question it may be considered that HR intervention in consideration makes performance appraisal systems more effective as perceived by them. Therefore it was statistically tested whether the significant number of managers agrees with the questions or not. In other words, it can be said that it is tested whether the probability of managers' agreement with the question is significantly greater than that of their disagreement or uncertainty. In order to test whether the 'agree' category occurs significantly more than the other two categories, One-Sample Chi-Square Test of Equal Occurrences are applied. Originally these questions were also recorded in six categories ranging from strongly agree to strongly disagree but basically it was needed to test only three categories viz. agreement, uncertainty and disagreement. So in order to apply the test the answers of each question were re-coded into three basic categories of agree, uncertain and disagree. Strongly agree and agree categories were merged to form a single category of 'agree'. Similarly, disagree and strongly disagree categories were merged to form a single category of 'disagree'. Uncertain was left as it is. Since there were four questions regarding HR intervention four working Null and Alternate hypothesis were proposed (three categories refer to agree, uncertain and disagree):

H₀3a: all three categories are equally probable regarding the managers' perception that regular monitoring of performance makes performance appraisal systems more effective.

H₀3b: all three categories are equally probable regarding the managers' perception that employee appreciation makes performance appraisal systems more effective.

H₀3c: all the three categories are equally probable regarding the managers' perception that using the appraisal as a tool for promotion standards Discussions after evaluation makes performance appraisal systems more effective.

H₀3d: all the three categories are equally probable regarding the managers' perception that regular discussions after evaluation performance appraisal systems more effective.

Accordingly, the Alternate hypothesis are:

H_A3a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that regular monitoring of performance makes performance appraisal systems more effective is concerned.

H_A3b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that employee appreciation makes performance appraisal systems more effective is concerned.

H_A3c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that using the appraisal as a tool for promotion standards Discussions after evaluation makes performance appraisal systems more effective is concerned.

H_A4d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that regular discussions after evaluation performance appraisal systems more effective is concerned.

Hypothesis H₀3a to H₀3d Testing

As discussed above One-Sample Chi-Square Test of Equal Occurrences is applied to test Hypothesis H₀3a to H₀3d. First, the hypothesis is mentioned then descriptive

statistics for recoded factor after recoding is shown and finally the test statistics are given.

H_03a : all three categories are equally probable regarding the managers' perception that regular monitoring of performance makes performance appraisal systems more effective.

H_A3a : all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that regular monitoring of performance makes performance appraisal systems more effective is concerned.

Table 5.20: Test of Hypothesis H_A3a

Performance is Effectively Monitored?			
	Observed N	Expected N	Residual
Agree	66	33.3	32.7
Uncertain	19	33.3	-14.3
Disagree	15	33.3	-18.3
Total	100		

Test Statistics	
Performance is effectively monitored?	
Chi-Square	48.260 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀3b: all three categories are equally probable regarding the managers' perception that employee appreciation makes performance appraisal systems more effective.

H_A3b: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that employee appreciation makes performance appraisal systems more effective is concerned.

Table 5.21: Test of Hypothesis H_A3b

Appreciation and being praised by their managers for successful employees increase their success at work?			
	Observed N	Expected N	Residual
Agree	56	33.3	22.7
Uncertain	23	33.3	-10.3
Disagree	21	33.3	-12.3
Total	100		

Test Statistics	
Appreciation and being praised by their managers for successful employees increase their success at work?	
Chi-Square	23.180 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀3c: all the three categories are equally probable regarding the managers' perception that using the appraisal as a tool for promotion standards Discussions after evaluation makes performance appraisal systems more effective.

H_A3c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that using the appraisal as a tool for promotion standards Discussions after evaluation makes performance appraisal systems more effective is concerned.

Table 5.22: Test of Hypothesis H_A3c

Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards?			
	Observed N	Expected N	Residual
Agree	51	33.3	17.7
uncertain	28	33.3	-5.3
disagree	21	33.3	-12.3
Total	100		

Test Statistics	
Performance appraisal is used as a decision-making tool for increasing performance and set promotion standards?	
Chi-Square	8.540 ^a
Df	2
Asymp. Sig.	.014

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀3d: all the three categories are equally probable regarding the managers' perception that regular discussions after evaluation performance appraisal systems more effective.

H_A3d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that regular discussions after evaluation performance appraisal systems more effective is concerned.

Table 5.23: Test of Hypothesis H_A3d

When your performance has not met minimum standards, your manager discusses with you the reasons?			
	Observed N	Expected N	Residual
Agree	54	33.3	20.7
Uncertain	26	33.3	-7.3
Disagree	20	33.3	-13.3
Total	100		

Test Statistics	
When your performance has not met minimum standards, your manager discusses with you the reasons?	
Chi-Square	19.760 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

b. A comparative analysis of the perception of public and private sector bank managers regarding HR interventions that makes appraisal system more effective.

The second part of the analysis consists of the comparison of the mean perception of public and private sector bank managers regarding HR interventions. First, descriptive statistics are shown:

Table 5.24: Types of Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
public	50	50.0	50.0	50.0
Valid private	50	50.0	50.0	100.0
Total	100	100.0	100.0	

Type of bank is a categorical variable and data on different the factors were collected with five ordered categories which were consolidated into three ordered categories, therefore, the data may be considered to be collected at ordinal level. Since data at ordinal level is tested through non-parametric techniques and as there is only two categories viz. public and private sector bank, therefore, Mann-Whitney Test is used.

The null hypothesis for Mann-Whitney is:

H_0 : there is no significant difference in the mean perception of public and private sector bank managers that certain HR interventions make appraisal system more effective.

H_{A3e}: there is a significant difference in the mean perception of public and private sector bank managers that certain HR interventions make appraisal system more effective.

In the Mann-Whitney Test the mean perception of public and private sector bank managers that certain HR interventions make appraisal system more effective is compared and if the mean of two groups differ significantly then it is concluded that there is a significant difference between mean perception of public and private sector bank managers regarding the role of HR intervention in making appraisal system more effective. Since there is four HR intervention the test is applied separately for each factor with four different hypothesis as shown in the table below:

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of HR1.Performance is effectively monitored? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.162	Retain the null hypothesis.
2	The distribution of HR2.Appreciation and being praised by their managers for successful employees increase their success at work? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.698	Retain the null hypothesis.
3	The distribution of HR3.Performance appraisal is used as a decision making tool for increasing the performance and set promotion standards? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
4	The distribution of HR4.When your performance has not met minimum standards, your manager discusses with you the reasons? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.432	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 5.4: Test of Hypothesis Test Summary 4

All the p values are more than .05 except for factor 3, therefore the three sub null hypothesis are retained suggesting whereas for factor 3 the null hypothesis is rejected. This means that the perception of public and private sector managers regarding that of HR interventions makes appraisal system more effective is same for factors 1, 2 and 4 whereas it is different for only factor 3 which is using performance appraisal as a tool for decision making. Now to analyze the difference in factor 3 a contingency table for the factor is formulated:

Table 5.25: Contingency Table

HR Intervention Factors		Public	Private
		Count	Count
HR3.Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards?	Agree	15	36
	Uncertain	20	8
	Disagree	15	16

Hence it may be concluded that private bank managers agree in significantly more numbers that Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards.

Objective No.4: To evaluate the managers' perception of performance appraisal

To study and evaluate the managers' perception of performance appraisal the following perceptions of the manager are identified. These perceptions were studied by asking managers the questions as mentioned against each perception:

1. Manager's opinion of appraisal: Q. - In your opinion performance appraisal can evaluate employee properly.
2. Manager's intent to improve: Q. - Do you wish to improve your result score?
3. Manager's agreement with results: Q. - Do you agree with the evaluation results you get?
4. Impact of results on managers: Q. -Do the evaluation results impact your behaviour, attitudes and morale?
5. Employee feelings of results: Q. - How does your employee feel when they get the results of the appraisal?
6. Expected results: Q. - Do you always get the expected results of the Performance evaluation whatever you are expecting?
7. Manager's satisfaction with the current performance appraisal system: Q. - Are you satisfied with the current performance appraisal system of your organization?

The objective is to evaluate the perception of managers regarding the above mention factors. The objective is accomplished in two parts:

- a) Establishment of the perception of managers regarding performance appraisal.
- b) A comparative analysis of the mean perception of public and private sector bank managers regarding performance appraisal.

- a. The seven identified perceptions of managers related to performance appraisal were analyzed with the help of seven questions mentioned above and these questioned were asked directly from managers for their response regarding their opinion of appraisal, intent to improve, agreement with results, impact of results, employee's, feelings, expected results and managers' satisfaction. Here also the answers were recorded in degrees of agreement or disagreement, the agreement with any question shows that the manager has a dominant positive attitude towards the perception factor in consideration. If the majority of the managers agree with any question it may be considered that significant number managers have a dominant positive attitude towards the perception factor in consideration. Therefore it was statistically tested whether the significant number of managers agrees with the questions or not. In other words, it can be said that it is tested whether the probability of managers' agreement with the question is significantly greater than that of their disagreement or uncertainty. In order to test whether the 'agree' category occurs significantly more than the other two categories, One-Sample Chi-Square Test of Equal Occurrences is applied. Originally these questions were also recorded in six categories ranging from strongly agree to strongly disagree but basically it was needed to test only three categories viz. agreement, uncertainty and disagreement. So in order to apply the test the answers of each question were re-coded into three basic categories of agree, uncertain and disagree. Strongly agree and agree categories were merged to form a single category of 'agree'. Similarly, disagree and strongly disagree categories were merged to form a single category of 'disagree'. Uncertain was left as it is. Since there were seven questions regarding perception of managers related to

performance appraisal seven working Null and Alternate hypothesis were proposed (three categories refer to agree, uncertain and disagree):

H₀4a: all three categories are equally probable regarding the managers' perception that performance appraisal can evaluate employee properly.

H₀4b: all the three categories are equally probable regarding the perception towards managers that they have the intentions to improve their evaluation score is concerned.

H₀4c: all the three categories are equally probable regarding the managers' perception of agreement towards the evaluation results they get is concerned.

H₀4d: all the three categories are equally probable regarding the managers' perception that evaluation results impact their behaviour, attitudes and morale.

H₀4e: all three categories are equally probable regarding the managers' perception that employees have positive feelings towards the results of the appraisal.

H₀4f: all three categories are equally probable regarding the managers' perception that they get the expected evaluation results.

H₀4g: all three categories are equally probable regarding the managers' perception of satisfaction with the current performance appraisal system of their organization is concerned.

Accordingly, the Alternate hypothesis are:

H_A4a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that managers' perception that performance appraisal can evaluate employee properly is concerned.

H_A4b: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as perception towards managers that they have the intentions to improve their evaluation score is concerned.

H_A4c: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception of agreement towards the evaluation results they get is concerned.

H_A4d: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception that evaluation results impact their behaviour, attitudes and morale is concerned.

H_A4e: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception that employees have positive feelings towards the results of appraisal is concerned.

H_A4f: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception that they get the expected evaluation results is concerned.

H_A4g: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception of satisfaction with the current performance appraisal system of their organization is concerned.

Hypothesis H₀4a to H₀4g Testing

As discussed above One-Sample Chi-Square Test of Equal Occurrences is applied to test Hypothesis H₀4a to H₀4g. First, the hypothesis is mentioned then descriptive statistics for recoded factor after recoding is shown and finally the test statistics are given.

H₀4a: all three categories are equally probable regarding the managers' perception that performance appraisal can evaluate employee properly.

H_A4a: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that managers' perception that performance appraisal can evaluate employee properly is concerned.

Table 5.26: Test of Hypothesis H_A4a

In your opinion performance appraisal can evaluate employee properly?			
	Observed N	Expected N	Residual
Agree	39	33.3	5.7
Uncertain	38	33.3	4.7
Disagree	23	33.3	-10.3
Total	100		

Test Statistics	
In your opinion performance appraisal can evaluate employee properly?	
Chi-Square	4.820 ^a
Df	2
Asymp. Sig.	.090

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4b: all the three categories are equally probable regarding the perception towards managers that they have the intentions to improve their evaluation score is concerned.

H_A4b: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as perception towards managers that they have the intentions to improve their evaluation score is concerned.

Table 5.27: Test of Hypothesis H_A4b

Do you wish to improve your result score?			
	Observed N	Expected N	Residual
Agree	52	33.3	18.7
Uncertain	29	33.3	-4.3
Disagree	19	33.3	-14.3
Total	100		

Test Statistics	
Do you wish to improve your result score?	
Chi-Square	17.180 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4c: all the three categories are equally probable regarding the managers' perception of agreement towards the evaluation results they get is concerned.

H_A4c: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of agreement towards the evaluation results they get is concerned.

Table 5.28: Test of Hypothesis H_A4c

Do you agree with the evaluation results you get?			
	Observed N	Expected N	Residual
Agree	33	33.3	-.3
Uncertain	36	33.3	2.7
Disagree	31	33.3	-2.3
Total	100		

Test Statistics	
Do you agree with the evaluation results you get?	
Chi-Square	.380 ^a
Df	2
Asymp. Sig.	.827

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4d: all the three categories are equally probable regarding the managers' perception that evaluation results impact their behaviour, attitudes and morale.

H_A4d: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that evaluation results impact their behaviour, attitudes and morale is concerned.

Table 5.29: Test of Hypothesis H_A4d

Do the Evaluation Results impact on your Behavior, Attitudes and Morale?			
	Observed N	Expected N	Residual
Agree	60	33.3	26.7
Uncertain	24	33.3	-9.3
Disagree	16	33.3	-17.3
Total	100		

Test Statistics	
Do the Evaluation Results impact on your Behavior, Attitudes and Morale?	
Chi-Square	32.960 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4e: all three categories are equally probable regarding the managers' perception that employees have positive feelings towards the results of the appraisal.

H_{A4e}: all the three categories are not equally probable; the occurrence of ‘agreement’ is significantly more as far as managers’ perception that employees have positive feelings towards the results of appraisal is concerned.

Table 5.30: Test of Hypothesis H_{A4e}

How Does Your Employee feel When They get the Results of Appraisal?			
	Observed N	Expected N	Residual
Agree	49	33.3	15.7
Uncertain	29	33.3	-4.3
Disagree	22	33.3	-11.3
Total	100		

Test Statistics	
How does Your Employee Feel When They Get the Results of Appraisal?	
Chi-Square	11.780 ^a
Df	2
Asymp. Sig.	.003

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4f: all three categories are equally probable regarding the managers' perception that they get the expected evaluation results.

H_A4f: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception that they get the expected evaluation results is concerned.

Table 5.31: Test of Hypothesis H_A4f

Do you always get the expected results of the performance evaluation whatever you are Expecting?			
	Observed N	Expected N	Residual
Agree	50	33.3	16.7
Uncertain	33	33.3	-.3
Disagree	17	33.3	-16.3
Total	100		

Test Statistics	
Do you always get the expected results of the performance evaluation whatever you are Expecting?	
Chi-Square	16.340 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

H₀4g: all three categories are equally probable regarding the managers' perception of satisfaction with the current performance appraisal system of their organization is concerned.

H_A4g: all the three categories are not equally probable; the occurrence of 'agreement' is significantly more as far as managers' perception of satisfaction with the current performance appraisal system of their organization is concerned.

Table 5.32: Test of Hypothesis H_A4g

Are you satisfied with the current performance appraisal system of your organization?			
	Observed N	Expected N	Residual
agree	59	33.3	25.7
uncertain	26	33.3	-7.3
disagree	15	33.3	-18.3
Total	100		

Test Statistics	
Are you satisfied with the current performance appraisal system of your organization?	
Chi-Square	31.340 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

The p-value is less than .05 so we may reject the null hypothesis of equal occurrence in favour of the alternate hypothesis.

b. A comparative analysis of the perception of public and private sector bank managers regarding performance appraisal.

The second part of the analysis consists of the comparison of the mean perception of public and private sector bank managers regarding public and private sector banks.

First, descriptive statistics are shown:

Table 5.33: Types of Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Public	50	50.0	50.0	50.0
Valid Private	50	50.0	50.0	100.0
Total	100	100.0	100.0	

Type of bank is a categorical variable and data on different the factors were collected with five ordered categories which were consolidated into three ordered categories, therefore, the data may be considered to be collected at ordinal level. Since ordinal level data is tested through non-parametric techniques and as there is only two categories viz. public and private sector bank, therefore, Mann-Whitney Test is used.

The null hypothesis for Mann-Whitney is:

H_0 : there is no significant difference in the mean perception of public and private sector bank managers towards different factors related to performance appraisal.

H_A : there is no significant difference in the mean perception of public and private sector bank managers towards different factors related to performance appraisal.

In the Mann-Whitney Test, the mean perception of public and private sector bank managers towards different factors related to performance appraisal is compared and if

the mean of two groups differs significantly then it is concluded that there is a significant difference between the mean perception of public and private sector bank managers towards different factors related to performance appraisal. Since there are seven factors related to performance appraisal the test is applied separately for each factor with seven different hypothesis as shown in the table below:

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of MP1. In your opinion performance appraisal can evaluate employee properly? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.323	Retain the null hypothesis.
2	The distribution of MP2. Do you wish to improve your result score? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.006	Reject the null hypothesis.
3	The distribution of MP3. Do you agree with the evaluation results you get? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.049	Reject the null hypothesis.
4	The distribution of MP4. Do the evaluation results impact on your behavior, attitudes and morale? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.143	Retain the null hypothesis.
5	The distribution of MP5. How does your employee feel when they get the results of appraisal? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.598	Retain the null hypothesis.
6	The distribution of MP6. Do you always get the expected results of the Performance evaluation whatever you are expecting? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
7	The distribution of MP7. Are you satisfied with the current performance appraisal system of your organization? is the same across categories of public and private sector bank.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 5.5: Test of Hypothesis Test Summary 5

It is clear from the table that the p values for factor 2, 3, 6 and 7 are less .05 which means the perceptions of public and private sector bank managers is different regarding performance appraisal. The performance appraisal perception for all the other factors is the same for managers of both the sectors. Factors 2, 3, 6 and 7 are Expected results, Manager's satisfaction with the current performance appraisal system, Manager's intent to improve and Manager's agreement with results. Therefore it may be concluded that the public and private sector bank managers have different perceptions for these factors. To study these differences a Contingency table, shown below is formulated:

Table 5.34: Contingency Table

Performance Appraisal Factors		Public	Private
		Count	Count
MP2.Do you wish to improve your result score?	Agree	34	15
	Uncertain	10	25
	Disagree	6	10
MP3.Do you agree with the evaluation results you get?	Agree	18	32
	Uncertain	21	12
	Disagree	11	6
MP6.Do you always get the expected results of the Performance evaluation whatever you are expecting?	Agree	33	13
	Uncertain	8	23
	Disagree	9	14
MP7.Are you satisfied with the current performance appraisal system of your organization?	Agree	15	28
	Uncertain	21	16
	Disagree	14	6

It may be concluded that for factors 2 and 6 the public sector managers agree in significantly more numbers whereas for factors 3 and 6 the managers of private banks have responses with 'agree' in significantly more in number



Chapter – 6
Results and Findings



CHAPTER – 6

RESULTS AND FINDINGS

6.1 Objective wise Results and Findings

This chapter summarizes the result and findings of the study. This section discusses the theoretical implications of the findings.

Objective 1: To study the impact of appraisal and motivation factors on performance of employees from managers perspective

As discussed earlier, objective 1 was studied by assessing the perception of managers regarding the impact of following eight appraisal and motivational factors on the performance of employees:

- i. Level of wages
- ii. Rewards
- iii. Motivation
- iv. Promotion opportunities
- v. Employee Talent
- vi. Rewarding mechanism
- vii. Actual Promotion
- viii. Increased responsibility and authority

After applying hypothesis tests to assess whether significantly more numbers of managers have the perception that these appraisal and motivational factors affect the performance of employees it was found that significantly more numbers of managers have the perception that:

1. Level of wage affects performance.
2. Employees are rewarded for the work in which they seek for the process and tools that is favourable for the organization to make interest in the increment in the work area.
3. In order to have high performance, it is very effective to motivate the employees who are involving at the workplace.
4. Promotion opportunities affect performance.
5. The increase of the performance may be watched if the managers will observe the talents of an employee's individually and direct them to progress their talents.
6. Rewarding mechanism affects performance.
7. The Performance of the individual employee's may be improved by promoting their standards.
8. Giving them more of the responsibility and increasing their authorization for the employees is very effective for them to increase their performance.

On the basis of above findings it may be concluded that a significant numbers (majority) of the bank managers thinks that or have the perception that appraisal and motivational factors affects performance of employees or in other words there is an impact of appraisal and motivation factors on performance of employees as far as managers' perception is concerned.

It was also analyzed whether these findings are true for both the public and private sector banks. So the perception of public and private sector bank managers was compared to test whether they have the same perceptions regarding the impact of

appraisal and motivation factors on the performance of employees and some interesting results were found:

For five of the factors that are, 'Level of wages', 'Rewards', 'Motivation', 'Rewarding mechanism' and 'Actual Promotion' managers of both the sectors have the same perception that these factors affect the performance of employees. That is to say, managers of both public and private sector bank manager think that these appraisal factors have an impact on the performance of employees.

But for the remaining three factors of 'Promotion opportunities, 'Employee talent', and 'increased responsibility and authority' the perception of public and private sector bank managers differ significantly. Therefore for these factors, only private sector managers have the perception that these factors affect the performance of employees whereas the public sector managers don't think that these factors affect the performance of employees. So the perception of the effect of these factors on employee performance is true only for private banks.

Objective No.2: To know the current appraisal practices followed in private and public sector banks.

To study and analyze the objective regarding current appraisal practices followed in private and public sector banks following six practices or factors were identified:

1. Fair Consistent Performance Measurement.
2. Manager Involvement
3. Inclusive Evaluation
4. Feedback of Evaluation

5. Employee faith in current practices
6. Overall effectiveness of current practices

To establish whether these appraisal practices exist in banks the perception of managers was tested statistically and it was found that significantly more numbers of bank managers have the perception that:

1. There is a fair constant basis for their measuring performance standards and individuals contributing to the business objectives.
2. Managers are not involved in decisions which affect their performance at work.
3. All employees in the banks are not evaluated.
4. Managers get feedback on their evaluation.
5. All the employees believe and have faith in current practice followed.
6. The current practices for performance appraisal are effective in bringing substantial result.

These practices were also tested from the point of view of public and private sector managers and some interesting results were found:

1. It was found that both public and private sectors managers have the same perception for the two appraisal practices that are 'Managers involvement' and 'Inclusive evaluation'. That is to say 'managers of both public and private sectors think that these two practices are currently followed in their banks.
2. For the other four practices 'Fair Consistent Performance', 'Measurement, Feedback of Evaluation', 'Employee faith in current practices', and 'Overall effectiveness of current practices' the perception of public and private sectors managers were not found to be significantly different.

3. Two practices of ‘Fair Consistent Performance Measurement’ and ‘Employee faith in current practices’ was found to be prevalent only in public sector banks as perceived by the managers.
4. And the other two practices of ‘Feedback of Evaluation’ and ‘Overall effectiveness of current practices’ was found to be prevalent only in private sector banks as perceived by the managers.

Objective No.: 3 To find what HR interventions are seen to make performance appraisal systems more effective in general that of public and private sector bank

To study and analyze this objective four HR interventions that were identified are

1. Regular monitoring of performance
2. Employee appreciation
3. Using appraisal as a tool for promotion standards
4. Discussions after evaluation

To establish the perception of managers that whether these interventions make performance appraisal systems more effective hypothesis testing was done and it was found that significantly number of managers have the perception that:

1. Regular monitoring of performance makes performance appraisal systems more effective.
2. Appreciation and being praised by their managers increase their success at work and enhances the performance appraisal system.
3. Using appraisal as a tool for promotion standards and makes performance appraisal systems more effective.

4. Discussions after evaluation make performance appraisal system more effective.

As mentioned in objective 3 a comparative analysis of public and private sector bank managers regarding the perceptions of HR interventions was done and it was found that:

1. The perception of public and private sector bank managers regarding HR interventions that make performance appraisal systems more effective is same for the three factors, 'Regular monitoring of performance', 'Employee appreciation' and 'Discussions after evaluation'. That is to say that both public and private sector bank managers have the perception that these HR interventions make performance appraisal systems more effective.
2. The perception of public and private sector bank managers was found to be significantly different as far the factor of 'Using appraisal as a tool for promotion standards' is concerned. In other words, we can that only private sector bank managers have the perception that Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standards.

Objective No.4: To evaluate the managers' perception of performance appraisal

To study and evaluate the managers' perception of performance appraisal the following perceptions were identified and tested statistically:

1. Manager's opinion of appraisal
2. Manager's intent to improve
3. Manager's agreement with results

4. Impact of results on managers behaviour
5. Employee feelings of results
6. Employees get Expected results
7. Manager's satisfaction with the current performance appraisal system

To establish these perceptions of managers regarding performance appraisal hypothesis testing was done and it was found that significantly more numbers of managers think that:

1. Performance appraisal can't evaluate the employees properly.
2. Managers surely have intentions to improve their evaluation result score.
3. Managers don't agree with the evaluation results they get.
4. The evaluation results have an impact on their behaviour, attitudes and morale.
5. Employees have feelings when they get the results of the appraisal.
6. Managers always get the expected results of the Performance evaluation whatever they were expecting.
7. Managers are satisfied with the current performance appraisal system of their organization.

A comparative analysis of the perception of public and private sector bank managers regarding performance appraisal was done and some interesting results regarding both the sectors were found:

1. It was found that the perception of both public and private sector bank managers is same for three factors Manager's opinion of appraisal, 'Impact of results on managers behaviour', and 'Employee feelings of results.' That is to say, both public and private sector bank managers think that 'performance appraisal can't

- evaluate the employees properly’, ‘the evaluation results have an impact on their behaviour, attitudes and morale’ and ‘Employees have feelings when they get the results of the appraisal.’
2. Interestingly the four perceptions were found to be significantly different with respect to public and private sector bank managers. These are ‘Manager’s intent to improve’, ‘Manager’s agreement with results’, ‘Employees get Expected results’, and ‘Manager’s satisfaction with the current performance appraisal system’.
 3. Out of these four significantly different perceptions, public sector bank managers agree in significant numbers for two factors ‘Manager’s agreement with results’ and ‘Employees get Expected results’. That is to say, only public sector bank managers think that they are satisfied with the obtained results of the evaluation and they also think that employees get the expected results of the evaluation. Whereas the private sector managers don’t think this way.
 4. The two factors for which the private sector agree in significant numbers are ‘Manager’s intent to improve’ and ‘Manager’s satisfaction with the current performance appraisal system’. This means that only private sector managers have the intentions to improve on their evaluation score and are also satisfied with the current performance appraisal system. While public sector managers don’t think this perception.



Chapter – 7
Suggestions
&
Recommendations



CHAPTER – 7

SUGGESTIONS AND RECOMMENDATIONS

This chapter includes the suggestions and recommendations of my study that implies to the research. These are as follows:

7.1 Suggestions

- 7.1.1** A high motivation should be given to the employees to have high performance. Promotion of employee will definitely affect the performance of the employee.
- 7.1.2** The managers are not involved in the decisions made by the organization which affect the performance at the workplace as it is confidential. It helps in presenting things fairly without bias.
- 7.1.3** Managers should have the intentions to improve their evaluation result score as it may be outdated. It has to be modernized.
- 7.1.4** The managers should observe the capacity of the employees and direct them to improve their talents very well for increasing their performance.
- 7.1.5** Managers should be rewarding the employees time to time which will affect the performance and it will enhance the personality. Also, it will make better employee for the organization.
- 7.1.6** For increasing the performance of an employee's, the managers should be given more of the responsibilities and authorization to perform well.
- 7.1.7** There should be a fair consistent basis for measuring the performance and individual contribution to business objective should be clear in the organization.

- 7.1.8** There should be an evaluation of performance for all the employees to boost up their morale and continuous report.
- 7.1.9** The managers should provide them with the current practices which the organization is following for the evaluation of the performance for giving substantial results.
- 7.1.10** In the organization, there should be regular monitoring of the employees which will make PA more efficient and should be promoted or given rewards for their progress from time to time.
- 7.1.11** As the employees are an asset of the organization, they should be given other benefits like compensation, insurance bonus, the increment in salary so that they will never leave the organization and will uphold the fame of the organization.
- 7.1.12** There should be a discussion with the employees after being evaluated so that they can come to know about the ranking. It should be disclosed to them by giving rewards.
- 7.1.13** The evaluation of the employees should not be done by judging his/her character or some personal issues as it should be fair to everyone in the organization.
- 7.1.14** The level of wage should be high for affecting the performance of an employee for enhancing interest in the work area.
- 7.1.15** The female managers should be given preference in the work area as they are good managers and it has very less percentage in the banking sectors as well.

- 7.1.16** For making a better organization, the private sectors should follow the better PA system in their organization.
- 7.1.17** There should be a training and development programme for enhancing the skills of an employee.
- 7.1.18** There should be a proper furnished working area that should be provided to employees. An organization must have a proper place to sit and work.
- 7.1.19** The merger and acquisition of the banks will improve the performance standards of the organization.
- 7.1.20** There should be soliciting feedback from the colleagues through voting the capable employees to rate the performance.
- 7.1.21** The managers should spend time with the employees on the positive aspects of his/her performance standard to improve their working style.
- 7.1.22** Managers should hold accountability for having an ongoing conversation around work and goals.
- 7.1.23** Managers should openly communicate to all the employees about how your compensation system works and manage expectations around annual increases to control the rumour.
- 7.1.24** Criteria of the organization should be provided to the employees by which the employee's performance will be evaluated.
- 7.1.25** Provide constructive feedback on a specific performance issue to staff so that they should know what exactly needs to be improved.
- 7.1.26** The team members should conduct a self-assessment for their progress towards goals and set during the review cycle.

7.2 Directions for Future Research

The direction for future research is:

- 7.2.1** More data analysis and deliberations thereof are required.
- 7.2.2** The evolved models may be taken for future predictions of the traditional prospects in the similar organization
- 7.2.3** The researchers can also take other variables like leadership style, job design, and empowerment
- 7.2.4** This study has been done to know the performance appraisal employee's output with motivation in the banking sector of Lucknow.
- 7.2.5** This study shows a positive relationship between them. This will help the other researchers in knowing the relation between them in depth.
- 7.2.6** This will help them to enhance the work performance of their organization.
- 7.2.7** Performance appraisal plus motivation can establish better opportunities for them in present as well as in future. This study has great significance for practical implications.
- 7.2.8** The performance appraisal formats can be refined further by taking the feedback from the employees.
- 7.2.9** Sharing of performance appraisal is more effective through intranet than circulars.
- 7.2.10** This can also be done in the field of training and management for enhancing performance appraisal

- 7.2.11** There is a need to study that the organization should be transparent to their peer subordinates to talk about their progress and good corporate governance.
- 7.2.12** There should be facts about the organizational culture and ambience is brought to light by the multiple appraisals.
- 7.2.13** The cross-sectional study can be done in other state or country.
- 7.2.14** The study can also be done in other sectors other than banks can also select a company or any organization.
- 7.2.15** The random sampling can be done in the study to explore more in this field.



Chapter – 8

Conclusions



CHAPTER – 8

CONCLUSIONS

8.1 Conclusions

From the above findings further it can be concluded as follows:

The conclusion of my study is that the gender description is 89% male and 11% is female. In the level of education, it is 20% graduate and 80% postgraduate.

In objective one, For five of the factors that is, 'Level of wages', 'Rewards', 'Motivation', 'Rewarding mechanism' and 'Actual Promotion' managers of both the sectors have the same perception that these factors affect the performance of employees but in other three factors regarding impact on performance appraisal in which the private count was more than public count in which more people were agree than disagree with factors

It is clear from second objective that the other four practices 'Fair Consistent Performance', 'Measurement, Feedback of Evaluation', 'Employee faith in current practices', and 'Overall effectiveness of current practices' the perception of public and private sectors managers were not found to be significantly different but from factor 1 and 5 that is regarding Consistent Performance Measurement and Employee faith in current practices only the public sector bank managers agree whereas for factor 4 and 6 that is regarding Feedback of Evaluation and Overall effectiveness of current practices only the private sector bank managers agree.

In the objective third, it may be concluded that private bank managers agree in significantly more numbers that the performance appraisal is being used for setting

the promotion standards and also a decision-making tool for increasing the performance.

It may be concluded in objective four that the interestingly the four perceptions were found to be significantly different with respect to public and private sector bank managers. These are 'Manager's intent to improve', 'Manager's agreement with results', 'Employees get Expected results', and 'Manager's satisfaction with current performance appraisal system' but for factors 2 and 6 the public sector managers agree in significantly more numbers whereas for factors 3 and 6 the managers of private banks have responses with 'agree' in significantly more in number.

On the basis of the above findings, it may be concluded that a significant number (majority) of the bank managers think that or have the perception that appraisal and motivational factors affect the performance of the employees or in other words there is an impact of appraisal and motivation factors on performance of employees as far as managers' perception is concerned.

At the end from my study, some important conclusions are that the factors of performance appraisal only for private sectors it applicable insignificant number whereas the public sectors it is not applicable in other categories

It is clear from the data that it's regarding the Consistent Performance Measurement and Employee faith in current practices only the public sector bank managers agree whereas for another factor it's regarding Feedback of Evaluation and Overall effectiveness of current practices only the private sector bank managers agree.

Hence it may be concluded that private bank managers agree in significantly more in numbers as they are highly motivated and the performance appraisal is being used for setting the promotion standards and also a decision-making tool for increasing the performance. So the private sector banks grow faster than the public sector and have more accountability.

8.2 Challenges of the Study

There is no research work without limitations. This research is also not an exception to the said law. There are some main limitations of my study are:

- 8.2.1** The data was collected from the only the banking sector and the majority of the respondents were managers only. The findings and conclusion of the study thereof may not be applicable to other industries. Thus, the generalizability of the results of the study is limited. So the geographical region was selected for the study and confined to the banking sector of Lucknow, U.P.
- 8.2.2** The data were collected at a single time point, which hindered the investigation of the possibility of reverse causality between fit and individual outcomes. For instance, it's possible that organizational commitment can cause employees to alter their values towards a better fit. However, there are theoretical reasons to believe that similarity in personal and organizational values can result in changes in attitude and behaviour.
- 8.2.3** The present study relied on supervisory judgments for measures of the task and contextual performance. Although it is presumed that supervisory judgments are good measures of performance there is always the potential

for bias in perpetual processes. Therefore, future research might address this issue by including both supervisors and peer ratings in their studies or using more objectives performance measures if available.

8.2.4 Since data regarding personal values and organizational values were collected from the same source results obtained from organization there was discrepancy found sometimes between the top and lower management interactions

8.2.5 Limitations of my study are that Performance appraisal is expensive for the research work because it has a broad area so it requires much more money for the research work for performance appraisal.

8.2.6 The Sample size was found to be a constraint. Detailed statistical analysis would have been done with the availability of more relevant data. Due to the high degree of confidentiality of the selected banking sector getting factual data was a constraint.

8.2.7 The duration of the study, time and the data resources which can make our study deep in thoughts and can be analyzed for each and every phase which affect the appraisal system of employees and the motivation of employees toward better performance.

8.2.8 There is an unwillingness on part of the respondents due to their personal interest as sometimes unavailability of the managers in the banks. Human being acts artificially when they are targeted for research work. Many aspects of human behaviour affect the results of research.

8.2.9 This research can be done more accurate or generalized by getting more response from more sample size. The accuracy of their study is purely

based on the information given by the respondents. They may be biased about the employees as a part for answering their questions.

8.2.10 Some of the respondents were afraid to give true information in some cases as they feel uncomforts to share as it may find that someone can misuse the data of the organization.



Bibliography



BIBLIOGRAPHY

- Adams, J.S. (1963). Toward an understanding of in equity. *Journal of Abnormal Psychology*. 67, 422-436.
- Adams, J.S. (1965). *Academic press* Inequity in social exchange. In L. Berkowitz (Ed.), *Advance in experimental social psychology*. 267-299. New York.
- Aguinis, H., & Stone-Romero, E.F. (1997). Methodological artifacts in moderated multiple regression and their effects on statistical power. *Journal of Applied psychology*. 82, 192-206.
- Aguinis, H., Joo, H., & Gottfredson, R.K. (2013). Business Horizons How to show employees the money. *What Monetary rewards can and cannot do*. 56, 241-249.
- Ali, D. (2008). Providing comprehensive system design and Performance Appraisal of staff banking system. *Journal of Industrial Management Science Department* 5th :103-115.
- Ali, Divandari, Sanandaj (2008). Providing comprehensive system design and Performance Appraisal of staff banking system. *Journal of Industrial Management Science Department from Azad University* 3th May, 103-115.
- Ali, H. A. and Opatha, P.N. (2008). Performance Appraisal System and Business Performance. *SriLankan Journal of Human Resource Management*.
- Allport, G.W. (1954). The nature of prejudice.
- Anand, V. and Dulababu, T. (2012). The random walk hypothesis: a research study on selected banks. *Journal of Applied Management and Investments*. 1(1), pp. 67-70.
- Armstrong, M. Kogan Page (2001). A handbook of Human Resource Management Park issue. 8th ed. london.

Armstrong, M., & Baron, A. (1998). The State Mutual Book & Periodical Service
.new realities Performance management.

Aronson, E., Ellsworth, P.C., Carlsmith, McGraw-Hill, J.M., & Gonzales,
M.H.(1990). *Methods of research in social psychology* 2nded. New York.

Asensio-Cuest,S., Diego-Mas, J.A., Cano's-Daro's, L., & Andre's Roman.C.(2012).
A genetic algorithm for the design of job rotation schedules considering ergonomic
and competence criteria.*International Journal of Advanced Manufacturing
Technology*, 60, 9ndDecember, 1161-1174.

Ashmos, D.P., Duchon, D. (2000). A conceptualization and Measure. Spirituality at
work.9nd February, 134-145.

Azizi, N., & Liang, M. (2013).An integrated approach to worker assignment,
workforce flexibility acquisition and task rotation. *Journal of the Operational
Research Society*, 64(2), 260-275.

Bagozzi, R. P. (1980), "Performance and satisfaction in an industrial sales force an
examination of their antecedents and simultaneity", *Journal of Marketing*. 44, 65-77.

Bahrija Unihanic, Herzegovina & Mirela Cebic B. (2012).Functions of the
Performance Appraisal System.Analysis and their Impact on Level of Employee
Motivation. *International Journal of Sustainable Economies Management* 1th
January, 1-15.

Baldwin, T.T., Magjuka, R.J., & Lohar, B. (1991).The Perils of participation.
Personnel Psychology Effects of the choice of training on trainee motivation and
learning. 44(1).51-65.

Bandura, A. (1977). Social learning theory. Englewood Cliffs Prentice Hall, NJ.

Bannister, B.D., & Balkin, D. B. (1990) Performance evaluation and compensation feedback messages an Integrated model. *Journal of Occupational Psychology*. 63, June,.

Barney, E.C., & Steven Elias, M.S. (2010). A three nation investigation Flex-time as a moderator of the job Stress work Personnel Review motivation relationship. 39(4), 487-502.

Baron, R.M., Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research, conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.

Bartol, K.M., & Durham, C.L. Cooper & E.A. Locke C.C. (2000). Incentives Theory and Practice in Industrial and Organizational Psychology linking Theory with Practice. *M.A. Blackwell Publishers*. 1-33.

Barton, L.C., & Ambrosini, V. (2013). The moderating effect of organization change cynicism on middle manager strategy commitment. *International Journal of Human Resource Management*, 24(4), 712-746.

Baruch, Y. (1996). 'Self Performance Appraisal Vs Direct-management Appraisal' *.Research in Personnel and Human Resources Management Journal of Psychology*. 10,

Bell, B.S., & Ford, J.K. (2007). The forgotten factor in explaining motivation to learn Reactions to skill Assessment. *Human Resource Development Quarterly*, 18(1), 33-62.

Beretti, A., Figuières, C., & Grolleau, G. (2013). A field experiment on motivational crowding-out Using money to motivate both 'saints' and 'sinners'. *Kyklos*, 66(1), 63-77.

- Bernardin, H.J. and Beatty, R. (1984), "Performance Appraisal: Assessing Human Behavior at Work", *Kent-Wadsworth, Boston*.
- Beyster, R.J. (1975).founder of science Applications International Corporation (SAIC) and author of the SAIC Solution. *How We Built an & 8 Billion Employee-Owned-Technology Company*.
- Bhatia, S. K., & Myers, A. L. (2006). Optimum conditions for adsorptive storage. *Langmuir*. 22(4), 1688-1700.
- Bhatt, S. (2013), "An Empirical Study to Evaluate CAMELS Rating System on Indian Banks".*Journal of Applied Management and Investments*.2 (3), pp.156-167.
- Bhui, K., Stansfeld, S., McKenzie, K., Karlsen, S., Nazroo, J.,& Weich, S. (2005). Racial/ethnic discrimination and common mental disorders among workers. *American Journal of Public Health Finding from the 126 Empiric study of ethnic minority group in the United Kingdom*. 95, 465-501.
- Blaine, B., Crocker, J., & Major, B. (1995).The unintended negative consequences of sympathy for the stigmatized.*Journal of Applied Social Psychology*. 25, 889-905.
- Blau, G. (1993). Testing the relationship of locus of control to different performance dimensions.*Journal of Organizational and Occupational Psychology*, 66, 125-138.
- Blau, G.(1999). Testing the Longitudinal Impact of Work Variables and Performance Appraisal British Psychological Society.
- Boachie,Mensah,F.(2011).Performance- An Exploratory Case Study Based Pay as a Motivational Tool for Achieving Organisational Performance.*International Journal of Business and Management* 6th December, 1833-3850.
- Boston. McGraw-Hill. Fiske, S.T. (2000). Stereotyping, prejudice, Evolution, culture, mind ,brain and discrimination at the seam between the centuries.European. *Journal of Social Psychology*, 30, 299-322.

- Branscombe, N.R., Sachmitt, M.T., & Harvey, R.D. (1999). Perceiving pervasive discrimination among African Americans. Implications for group identification and well-being. *Journal of Personality and Social Psychology*, 77, 135-149.
- Brief, A.P., Umphress, E.E., Dietz, J., Burrows, J.W., Butz, R.M., & Scholten, L. (2005). Realistic group conflict theory and the impact of diversity Community matters. *Journal Academy of Management* 48, 830-844.
- Broedling, L.A. (1975). Relationship of internal-external control to work motivation and performance in an expectancy model. *Journal of Applied Psychology*, 60, 65-70.
- Brumbach, P.E., Cooper, C.L, Sanchez, J.I., G.(2003) Team Spector Blending the We/Me in Performance Management. Locus of Control and well-being at work. *Journal Academy of Management*.45,453-466.
- Burssing, A.T., Bissels, T., Fuchs, V., & Perrar, K.M. (1999). A dynamic model of work satisfaction Qualitative approaches.
- Caldwell, C.H., Kohn-wood, L.P., Schmeelk-cone, K.H., Chavous, T.M., & Zimmerman. M.A. (2004). Racial discrimination and racial identity as risk or protective factors for violent behaviours in African young adults. *Americal Journal of Community Psychology*, 33, 91-105.
- Cambridge, M.A., Addison-wesley. (1992). American psychological Association, American psychologist Ethical principles and code of conduct. 47, 1597-1611.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. *Personnel selection in organizations*.35-70.
- Campbell, M.D. Dunnette & L.M. Hough, Palo Alto, CA, J.P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. *Handbook of Industrial and Organizational Psychology*. 2nd ed., 687-732.

- Candi, M., Beltagui, A., & Riedel, J.C.K.H. (2013). Innovation through experience staging Motives and outcomes. *Journal of Product Innovation Management*, 30(2), 279-297.
- Cannon-Bowers, J.A., Salas, E., Tannenbaum, S.I., & Mathieu, J.E. (1995). Toward theoretically based principles of training effectiveness. *A model Military Psychology, and initial empirical investigation*. 7(3), 141-164.
- Carroll, S J. and Schneier, C. E. (1982), " Performance Appraisal and Review Systems Measurement and Development of Performance in Organizations"
- Carver, C.S., & Scheier, M.F. (1982). Control theory A useful conceptual framework for personality-Social, clinical, and health psychology. *Psychological Bulletin*, 92, 111-135.
- Carver,C.S. (1979). A cybernetic model of self-attention processes. *Journal of Personality and Social Psychology*, 37, 1251-1281.
- Casad, S. (2012). Implications of job rotation literature for performance improvement practitioners. *Performance Improvement Quarterly*, 25(2), 27-41.
- Cascio, W.F. (1998). *Applied Psychology in Upper Saddle River Human Resource Management* 5thed.
- Chadamiya, B.P. and Menapara, M.R. (2012), "Financial performance of Indian banking sectors during pre and post mergers and acquisitions". *Journal of Applied Management and Investments*. 1 (2), 146-150.
- Cheng, A., & Brown, A. (1998). A comparative study of Australia and Singapore. *International Journal of human resource management & HRM strategies and labor turnover in the hotel industry*. 9(1), 136-154.
- Cheng, Y., Chen, I-S., Chen, C.-J., Burr, H., & Hasselhorn, H.M. (2013). The influence of age on the distribution of self-rated health, bournout and their

associations with psychosocial work conditions. *Journal of Psychosomatic Research*, 74(3), 213-220.

Chenhall, R. H. (2005). An exploratory study. *Accounting, Organizations and Society*, Integrative strategic performance measurement systems, strategic alignment of manufacturing, learning and strategic outcomes. 30(5), 395-422.

Chiaburu, D.S., & Tekleab, A.G. (2005). Individual and contextual influences on multiple dimensions of training effectiveness. *Journal of European Industrial Training*. 29(8). 604-626.

Chicago, Nelson-Hall, Turner, J.C., Hogg, M.A., Oakes, ,Blackwell, P.J., Reicher, S., & Wetherell, M. (1987). Rediscovering the social group. *A self categorization theory*. Oxford, England. 140.

Cincinnati, OH. West/Thomson Learning. Vroom, V.H. (1964). Work and motivation. *New York*.

Clark, C.S., Dobbins, G.H., & Ladd, R.T. (1993). Exploratory field study of training motivation, Influence of involvement, credibility, and transfer climate. *Group Organization Management*. 18(3), 292-307.

Cleveland J. N., & Murphy, K.R. (1992). Analyzing performance appraisal as goal-directed behavior. *Research in Personnel and Human Resources Management*. 10, 121- 185.

Cleveland, J.N., Murphy, K.R. and Williams, R. E(1989)., "Multiple Uses Of Performance Appraisal Prevalence And Correlates". *Journal of Applied Psychology*. 74, 130-135.

Cochran , John Wiley & Sons ., W. G.(1977). Sampling Techniques. *New York* ., 74-76.

- Cohen, J., Cohen, P., West, S.G., & Aiken, L.S. (2003). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences* 3rd. ed.
- Colquitt, J.A., Lepine, J.A., & Noe, R.A. (2000). A meta-analysis of 20 years of research Toward an integrative theory of training motivation. *Journal of Applied Psychology*, 85(5), 678-707.
- Commeiras, N., Loubes, A., & Bories, A. (2013). The case of sales and marketing trainees in higher education. *Identification of organizational socialization tactics. Journal European Management.*, 31(2), 164-178.
- Cosgel, M., & Miceli, T. (1999). Job rotation. Cost, Benefits, and stylized facts. *Journal of Institutional and Theoretical Economics*, 155, 301-320.
- Crandall, C.S., Tsang, J.A., Harvey, R.D., & Britt, T.W. (2000). The stigma of race, gender, and ethnic Group Identity based self-protective strategies. *European Journal of Social Psychology*, 30, 355-381.
- Crocker, J., & Major, B. (1989). The self-protective properties of Social Stigma and self-esteem. *Psychological Review*, 96, 608-630.
- Crocker, J., Voelkl, K., Testa, M., Major, B. (1991). The affective consequences of attributional ambiguity. *Journal of Personality and Social Psychology & Social stigma*. 60, 218-228.
- Daoanis, L. E. (2012). : It's Implication to Employee Performance Appraisal System. *International Journal of Economics and Management Sciences*, 2(3), 55-62.
- Dash, M. (2013), "A Study of the Impact of Asset-Liability Management on the Profitability of Banks in India",. *Journal of Applied Management and Investments*. 2 (4), 230-234.
- Dash, M. (2014), "Testing for Consistency of CAMEL Ranking of Indian Banks". *Journal of Applied Management and Investments*. 3 (4), 188-192.

- Datta, G.N., & Eriksson, T. (2012). HRM practices and the within-firm gender wagegap. *British Journal of Industrial Relations*. 50(3), 554-580.
- Dattner, B. (2010). Performance appraisal of Dattner consulting. [http:// www.dattnerconsulting.com](http://www.dattnerconsulting.com)
- De Graaf, I., Speetjens, P., Smit, F., de Wolff, M., & Tavecchio, L. (2008). Effectiveness of the Triple P Positive Parenting Program on behavioral problems in children. *Behavior Modification*. 32(5), 714-735.
- Deci, E.L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, 18, 105-115.
- Deci, E.L. (1975). Plenum Press Intrinsic motivation. *New York*. (3), 128-137.
- Decoene, V., & Bruggeman, W. (2006). Strategic alignment and middle-level manager's motivation in a balanced scorecard setting. *International Journal of Operations and Production Management*. 26(4), 429-448.
- Deitch, E.A., Barsky, A., Butz, R.M., Chan, S., Brief, A.P., & Bradley, J.C. (2003). The existence and impact of everyday racial discrimination in the workplace Subtle yet. *Human Relations*, 56, 1299-1324.
- Den, H.D.N., & Verburg, R.M. (2004). High performance work systems, organizational culture and firm performance. *Human Resource Management Journal*. 14, 55-78.
- DeNisi, A. S and Robert D. P. (2006). "Management and Organization. 2(2), 253-277, 1740-8776.
- DeNisi, A. S., & Kluger, A. N. (2000). Feedback effectiveness can 360-degree appraisals be improved. *Academy of Management Perspectives*, 14(1), 129-139.
- DeNisi, A.S. (1996). A Research Cognitive Processes in Performance Appraisal, Agenda with Implications for Practice. *London: Routledge Publishing.Ltd.*

- Dessler, G. (2008). Human Resource Management. *Pearson Prentice Hall*.
- Devine, P.G. (1989). Their automatic and controlled components Stereotyping and prejudice. *Journal of Personality and Social Psychology*, 56, 5-18.
- Dion, K.L., & Earn, B.M. (1975). The phenomenology of being a target of prejudice. *Journal of Personality and Social Psychology*, 32, 944-950.
- Dipboye, R.L., & Halverson, S.K. (2004). The Dark Side of Organizations. Subtle (and not so subtle) discrimination in organizations. In R. W. Griffin & A. M. O'Leary-Kelly (Eds.), 131-158.
- Donovan, J.J., N. Anderson, D.S. Ones, H.K. Sinangli, & C. Viswervaran. 2001. Work motivation & Organizational psychology. *Handbook of Industrial*. 53-76.
- Ducharme, M.J., Singh, P., & Podolsky, M. (2005). A Quantitative Study on Global Banks, Employee Performance with the Mediating Role of Motivation Exploring the Links between Performance Appraisal and Pay Satisfaction. 24, 1510-1520.
- Dundar, S., Ozutku, H., & Tas, pinar, F. (2007). I csel ve dissal motivasyonu araclarining is gorenlerin motivasyonu uzerindeki etkisi, ampirik bir inceleme. *Ticaret ve Turizm Engitim Fakultsi Dergisi*. 2, 105-119.
- Dysvik, A., & Kuvaas, B. (2010). Exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention. *Personal Review*. 39(5), 622-638.
- Dzinkowski, R. (2000). The value of intellectual capital. *The journal of business strategy*. 21(4), 3-4
- Eberhardt, J.L., & Fiske, C.N. Macrae, C. Stangor, & M. Hewstone., S.T. (1996). Motivationg individuals to change: What is a target to do?. *Stereotypes and Stereotyping*. 41-78.

- Eguchi, K. (2004). Job transfer and influence activities. *Journal of Economic Behaviour and Organization*, 56, 187-197.
- Ensher, E.A., Grant-Vallone, E.J., & Donaldson, S.I. (2001). Effects of perceived discrimination on job satisfaction, organizational commitment, organizational citizenship behaviour, and grievances. *Human Resource Development Quarterly*. 12, 53-72.
- Etzioni A. (1975). A Comparative analysis of complex organizations, *New York*.
- Evans, M.G. (1974). Extensions of a path-goal theory of motivation. *Journal of Applied Psychology*. 59, 172-178.
- Facteau, J.D., Dobbins, G.H., Russell, J.E., Ladd, R.T., & Kudisch, J.D. (1995). The influence of general perceptions of the training environment on pre-training motivation and perceived training transfer. *Journal of Management*. 21,(1), 1-25.
- Feldman, Y., & Lobel, O. (2010). The comparative effectiveness of rewards, liabilities, duties, and protections for reporting illegality. The incentives matrix, *Texas Law Review*. 88(6), 1151-1211.
- Finkelstein, L.M., Burke, M.J., & Raju, N.S. (1995). Age discrimination in simulated employment contexts: An integrative analysis. *Journal of Applied Psychology*. 82(6), 652-663.
- Fisher, C. D., Schoenfeldt, L. F. and Shaw, J. B. (1996). *Human Resource Management*, Houghton Mifflin Company Boston. 3rd ed.,
- Fletcher, C. (2004). *Making performance Appraisal and feedback review work* CIPD Publishing.
- Flippo, E. B. (1984). *Personnel management of MC Gram Hill Book*. Sixth Edition New York.

- Florin, N. (2014b), "Credit Appraisal Procedure of SME Loan An Empirical Investigation on Selected Private Commercial Banks in Bangladesh". *Journal of Applied Management and Investments*.3 (4), 156-162.
- Florin, N. (2014), "A Study of Banks Competitiveness in United Kingdom and Bangladesh Using PESTEL Model", *Journal of Applied Management and Investments*. 3 (2), 74-82.
- Frink, D. D., and Ferris, G. R. (1998).Accountability setting in the impression management and goal.
- Furnham, A., & Steele, H. (1993). Measuring locus of control: A critique of general, children"s, health-and work-related locus of control questionnaires. *British Journal of psychology*. 34, 443-479.
- Gabris, G. T. and Ihrke, D, M. (2000). "The Role of Leadership Credibility Improving Employee Acceptance towards Performance Appraisal and Merit Pay Systems.
- Gaertner, S. L., & Dovidio, J. F. (1986).The aversive form of racism.In J. F. Dovidio & S. L. Gaertner (Eds.), *Prejudice, discrimination, and racism*.pp. 61-90.
- Gall, M. D., Borg, W. R., & Gall, J. P.(1996). Educational Research .*White Plains NY*. (6th ed.).
- Garcí a, I. A. L., Moscoso, S., & Ramos, V. P. J. (2012). Reactions to the Fairness of Promotion Methods: Procedural justice and job satisfaction. *International Journal of Selection and Assessment*. 20(4), 394–403.
- Garg, P., & Rastogi, R. (2006). New model of job design: Motivating employees' performance. *Journal of Management Development*. 25(6), 572–587.
- Gatewood, R. D., & Feild, H. S. (2001). Fort Worth, TX: Harcourt. Greenberg, J. (1988). Equity and workplace status: A field experiment.*Human resource selection* 5th ed. *Journal of Applied Psychology*, 73, 606-613.

- Glynn, J. R., Whiteley, J., Bifani, P. J., Kremer, K., & van Soolingen, D. (2002). Worldwide occurrence of Beijing/W strains of Mycobacterium tuberculosis a systematic review. *Emerging infectious diseases*, 8(8), 843.
- Goncharuk, A. G. (2012). "What Investments are Most Effective During the Financial Crisis", *Journal of Applied Management and Investments*. 1 (1), 5-7.
- Goncharuk, A. G. (2013). "About the Influence of High Gas Price on an Efficiency", *Journal of Applied Management and Investments*. 2 (1), 58-67.
- Gortner, Harold F., Mahler, Julianne, and Nicholson, Jeanne B.(2007).A Organizational Theory.
- Greenberg, J. (1989). Cognitive reevaluation of outcomes in response to underpayment inequity.*Academy of Management Journal*. 32, 174-184.
- Greenberg, J. (1990). Employee theft as a reaction in underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*. 75, 561-568.
- Greenberg, J. (1993). Stealing in the name of justice: Informational and interpersonal moderators of theft reactions to underpayment inequity.*Organizational Behavior and Human Decision Processes*. 54, 81-103.
- Grubb, T. (2007). "Performance Appraisal Reappraised: It's Not All Positive." *Journal of Human Resource Education*Vol. 1, 1-22.
- Guda, O.P. (2014). "Ways of achievements the competitive advantages of banks", *Journal of Applied Management and Investments*. 1 (2), 205-211.
- Güngör, P. (2011). "The Relationship between Reward Management System "
- Gutek, B. A., Cohen, A. G., & Tsui, A. (1996).Reactions to perceived sex discrimination.*Human Relations*. 49, 791-813.

- Guyll, M., Matthews, K. A., & Bromberger, J. T. (2001). Discrimination and unfair treatment: Relationship to cardiovascular reactivity among African American and European American women. *Health Psychology*. 20, 315-325.
- Hackman, J. R., & Lawler, E. E., III.(1971). Employee reactions to job characteristics.*Journal of Applied Psychology*. 55, 259-286.
- Hackman, J. R., & Oldham, G. R. (1980). Reading, MA: Addison-Wesley. Harrell, J. P., Hall, S., & Taliaferro, J. (2003). Physiological responses to racism and discrimination, Work redesignAn assessment of the evidence. *American Journal of Public Health*. 93, 243-248.
- Harris, M. M. (1994). "Rater Motivation in the Performance Appraisal Context: A Theoretical Framework." *Journal of Management*.20(4), 737-756.
- Heneman III, H.G. and Schwab, D.P. (1982), Perspectives on Personnel/Human Resource Management, *Homewood: Richard D. IYWIN*.
- Herzberg, A., Cleveland, OH.(1966). The Work and the nature of man.*World Publishing Company*.
- Hilmarrsson, H.P. (2015), "The Collapse of the Icelandic Banking System and the Inaction of the International Community", *Journal of Applied Management and Investments*. 4 (3), 156-162.
- Hilmarrsson, H. P. (2014), Small States in a Global Economy - Crisis, Cooperation and Contributions. Series on Economic Issues, Problems and Perspectives. *Nova Science Publishers* New York.
- Hoboken, NJ: Wiley. Miner, M. G., & Miner, J. B. (1978).Employee Selection Within the Law. *Washington, DC: The Bureau of National Affairs*. Inc. 135.
- Hoboken, NJ: Wiley. Muchinsky, P. M. (2000). *Psychology Applied to Work*. 6th ed.

- Hodson, G., Dovidio, J. F., & Esses, V. M. (2003). Ingroup identification as a moderator of positive-negative asymmetry in social discrimination. *European Journal of Social Psychology*. 33, 215-233.
- Hogan, R., Curphy, G. J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*. 49, 493-504.
- Holcomb-McCoy, C., & Addison-Bradley, C. (2005). African American counselor educators' job satisfaction and perceptions of departmental racial climate. *Counselor Education and Supervision*. 45, 2-15.
- Humble J.W., McGraw Hill. (1967). Improving Business Results.
- Hunter, J. E., Schmidt, F. L., Rauschenberger, J. M., & Jayne, M. E. A. (2000). Intelligence, motivation, and job performance. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and Organizational Psychology: Linking Theory with Practice* .pp, 278-303.
- Huselid, m. A. (1995). "Impact of HR practices on turnover, productivity and financial performance." *Academy of management journal*. 38(3), 635-672.
- Hutchinson, P., & Abrams, D. (2003). Ingroup identification moderates stereotype change in reaction to ingroup deviance. *European Journal of Social Psychology*. 33, 497-506.
- Idrisb, A. R. (2009). "Principal's practices in the performance appraisal for teachers Implementation." In Al-Sharqiah South Zone's Schools in Oman." *science directs*2. 3839–3843.
- Idrisb, A. R. (2010). "Principal's practices in the performance appraisal for teachers Implementation." *The Qualitative Report*. Vol 13, 4, 544-559.
- Ilgen, D. R., & Schneider, J. (1991). Performance measurement, A multi-discipline view. *International review of industrial and organizational psychology*. 6(1), 71-108.

- Iqbal, N., Ahmad, N., Haider, Z., Batool, Y., & Ul-ain, Q. (2013). Impact of performance appraisal on employee's performance involving the moderating role of motivation. *Oman Chapter of Arabian Journal of Business and Management Review*.34(981), 1-20.
- Ishaq H. M., Iqbal, M.Z. and Zaheer, A. (2009). Effectiveness of performance appraisal Its outcomes and detriments in Pakistani Organizations. *European Journal of Social Sciences*, 10(3), 479-85.
- Jabeen, M. (2011). Impact of performance appraisal on employees motivation. *European Journal of Business and Management*, 3(4), 197-204.
- Jabeen, M. (2011). "Impact of Performance Appraisal on Employees Motivation." *European Journal of Business and Management*.3(4), 2222-1905.
- Jackson, J. W. (1993). Realistic group conflict theory: A review and evaluation of the theoretical and empirical literature. *Psychological Record*. 43, 395-413.
- James, E. H. (2006, June). Workplace discrimination: A legitimate business concern. *Personnel Testing Council of Metropolitan Washington Quarterly*. 2(2), p. 8.
- James, E. H., & Wooten, L. P. (2005). Leadership as (un)usual: How to display competence in times of crisis. *Organizational Dynamics*. 34, 141-152.
- Jankowicz, A.D., John Wiley & Sons, Chiche. (2004), the Easy Guide to Repertory Grids.
- Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of management journal*. 44(5), 1039-1050.
- Jeffries, V., & Ransford, H. E. (1980). *Social stratification*. Group identification as a response to perceived discrimination from the mainstream of *Social stratification*.. *Personality and Social Psychology Bulletin*. 27, 1204-1213

- Jetten, N. R., Schmitt, M. T., & Spears, J., Branscombe, Boston, MA, Allyn and Bacon., R. (2001). Group identification as a response to perceived discrimination from the mainstream of *Social stratification*. *Personality and Social Psychology Bulletin*. 27, 1204-1213
- Joinson C. (2001). Making sure employees measure up. *HR magazine*.
- Kaiser, C. R., & Miller, C. T. (2001). Reacting to impending discrimination: Compensation for prejudice and attributions to discrimination. *Personality and Social Psychology Bulletin*. 27, 1357-1367.
- Kamp horst, J. J. A. and O. H. Swank (2012). "The Role of Performance Appraisals in 18. "Understanding performance appraisal fairness." *Asia Pacific Journal of Human Resources*, 45, 132.
- Kanobear, E. (2002). "Performance Appraisal," http://iso9k.l.home.att.net/pa/performance_appraisal.html
- Kavanagh, P., Benson, J., & Brown, M. (2007). The Role of Performance Appraisals in 18. "Understanding performance appraisal fairness." *Asia Pacific Journal of Human Resources*. 45, 132.
- Kenya Tea Development Agency: A Survey of Selected Tea Factories in Meru County Kenya " *Research Journal of Finance and Accounting*. Vol 2, (3).
- King, K. R. (2003). Racism or sexism? Attributional ambiguity and simultaneous membership in multiple oppressed groups. *Journal of Applied Social Psychology*. 33, 223-247.
- King, K. R. (2005). Why is discrimination stressful? The mediating role of cognitive appraisal. *Cultural Diversity and Ethnic Minority Psychology*. 11, 202-212.
- Kinsey, A. C., Pomeroy, W. B., Martin, C. E., & Gebhard, P. H. (1998). Sexual behavior in the human female. *Indiana University Press*.

- Kline, T.J.B. & Sulsky, L.M. (2009) Measurement and Assessment Issues in Performance Appraisal. *Canadian Psychology*. Vol 50, (3), pp161-171.
- Klonoff, E. A., Landrine, H., & Ullman, J. B. (1999). Racial discrimination and psychiatric symptoms among Blacks. *Cultural Diversity & Ethnic Minority Psychology*. 5, 329-339.
- Koryakov, R.I. (2012), "Impact of high credit interest rates on establishing risk management in a bank", *Journal of Applied Management and Investments*. 1 (3), 369-374.
- Krieger, N., & Sidney, S. (1996). Racial discrimination and blood pressure: The CARDIA study of young Black and White adults. *American Journal of Public Health*. 86, 1370-1378.
- Kuvaas, B. (2006), "Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation", *International Journal of Human Resource Management* Vol. 17 (3), pp. 504-522.
- Langridge, D. (2004) "Performance appraisal and development renovate Rother Homes. *Arabian Journal of Business and Management Review (OMAN Chapter) Vol. 3, No.1; August 2013*
- Lawler, E. E., III (1968). A correlational-causal analysis of the relationship between expectancy attitudes and job performance. *Journal of Applied Psychology*. 52, 462-468.
- Lawler, E. E., III (1971). Motivation and attitudes towards performance appraisal An NPI approach. *Pay and organizational effectiveness Dissertation Abstracts International*. 50(2-b), pp. 775.

Lee, H. J. (1989), McGraw-Hill. New York: Motivation and attitudes towards performance appraisal An NPI approach. *Pay and organizational effectiveness Dissertation Abstracts International*. 50(2-b), pp. 775.

Lee, R. M. (2005). Resilience against discrimination: Ethnic identity and other group orientation as protective factors for Korean-Americans. *Journal of Counseling Psychology*. 52, 36-44.

Leila Najafi, Y. H., Mohammad Ghiasi, Reza Shahhoseini, HasanEmami (2011)."Performance Evaluation and its Effects on Employees Job Motivation in Hamedan City Health Centers."*Australian Journal of Basic and Applied Sciences*. 5(12), 1761-1765.

Leila Najafi, Y. H., Mohammad Ghiasi, Reza Shahhoseini, HasanEmami (2011). Performance Evaluation and its Effects on Employees Job Motivation.

Leonardelli, G. J., & Tormala, Z. L. (2003). The negative impact of perceiving discrimination on collective well-being: The mediating role of perceived in group status. *European Journal of Social Psychology*. 33, 507-514.

Levy, P. E. and Williams, J. R. (2004), "The social context of performance appraisal, A review and framework for the future". *Journal of Management*. 30, 881–905.

Levy, P. E., & Williams, J. R. (2004).The social context of performance appraisal.A review and framework for Longman Publishers USA.

Lied, T. R., & Pritchard, R. D. (1976). Relationships between personality variables and components of the expectancy-valence model.*Journal of Applied Psychology*. 61, 463-467.

Locke, E. A. (1968). Toward a theory of task motives and incentives.*Organizational Behavior and Human Performance*. 3, 157-189.

- Luhtanen, R., & Crocker, J. (1992). A collective self-esteem scale: Self-evaluation of one's social identity. *Personality and Social Psychology Bulletin*. 18, 302-318.
- Mackie, D. M., C. N. Macrae, C. Stangor, & M. Hewstone, Hamilton, D. L., Susskind, J., & Rosselli, F. (1996). Social psychological foundations of stereotype formation. *Stereotypes and Stereotyping*. (pp. 41-78).
- Mahwah, Cotter, D. A., Hermsen, J. G., Ovadia, S. & Vanneman, R. (2001). The glass ceiling effect. *Social Forces*. 80, 655-682.
- Major, B., Kaiser, C. R., & McCoy, S. K. (2003). It's not my fault: When and why attributions to prejudice protect self-esteem. *Personality and Social Psychology Bulletin*. 29, 772-781.
- Major, B., Quinton, W. J., & Schmader, T. (2003). Attributions to discrimination and self-esteem Impact of group identification and situational ambiguity. *Journal of Experimental Social Psychology*. 39, 220-231.
- Mallaiah T. Y. (2009). Management of employee expectations, performance and satisfaction in university library an empirical study. *Annals of library and information studies*. Vol 56 .
- Maryam, H. (2014), "An Analysis of the Perception of the Components of Work Environment, A Study between State Owned and Private Banks of Bangladesh", *Journal of Applied Management and Investments*. 3 (1), 25-32.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*. 50, 370-396.
- Mathis, R.L. and Jackson, J.H. (1998). Human resource management. *West Publishing Corporation New York*:

Mayer, R. C. (1999). "The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi-Experiment." *Journal of Applied Psychology*. 84(3): 123-136.

Mayer, R. C. (1999). "The Effect of the Performance Appraisal System on Trust for Management A Field Quasi-Experiment." *Journal of Applied Psychology*. 84(3), 123-136.

Mc Beath, G. and Rands, D. N. (1976).Salary administration, Business Books.Melbourne , Messages an Integrated model Macmillan Education Australia. *Journal of Occupational Psychology*. Vol 63, June.

Mc Gregor, D., McGraw-Hill.(1960. The human side of enterprise.

McClelland, D. C. (1961).Princeton, Modern racism, ambivalence, and the Modern Racism Scale.In J. F. Dovidio & S. L. Gaertner (Eds.), *Prejudice, discrimination, and racism* (pp. 91-125).

McConahay, NJ: Van Nostrand., J. B. (1986).Princeton, Modern racism, ambivalence, and the Modern Racism Scale.In J. F. Dovidio & S. L. Gaertner (Eds.).*The achieving society*. (pp. 91-125).

Meng, X., Rosenthal, R., & Rubin, D. B. (1992).Comparing correlated correlation coefficients.*Psychological Bulletin*. 111, 172-175.

Meysam Fakharyan, M. R. J., Behrooz Dini, Ebrahim Dehafarin (2012). "The Effect of Performance Appraisal Satisfaction on Employee's Outputs Implying on the Moderating Role of Motivation in Workplace."*International Journal of Business and Management*.2(4), 2249-9962.

Meysam Fakharyan, M. R. J., Behrooz Dini, Ebrahim Dehafarin (2012). Motivating Employees. *International Journal of Business and Management*.2(4), 2249-9962.

- Milkovich, G. T., & Wigdor, A. K. (1991). *Pay for performance Evaluating performance appraisal and merit pay*. National Academy Press.
- Mintzberg H. (1987). Crafting Strategy. *Harvard Business Review*. 65 (July-August), pg 66-67.
- Mishra, G. R., Suresh, M., Kumaran, K., Kannabiran, N., Suresh, S., Bala, P., & Menon, S. (2006). Human protein reference database 2006 update. *Nucleic acids research*. 34 D411-D414.
- Mitchell, T. R., W. C. Borman, D. R. Ilgen, & R. J. Klimoski & Daniels, D. (2003). Motivation *Handbook of Psychology* In I.B. Weiner (Series Ed.). *Industrial and Organizational Psychology* (pp. 225-254).
- Motowidlo, W. C. Borman, D. R. Ilgen, & R. J. Klimoski , S. J. (2003). Job performance In I. B. Weiner (Series Ed.), (Vol. Eds.), *Handbook of Psychology. Industrial and Organizational Psychology*. (pp. 39-53).
- Najeeb, M. (2011). Performance Appraisal in Habib Bank Limited. Performance-Appraisal-in-Habib-Bank-Limited. <http://www.scribd.com/doc/53151871>.
- Nathalie Abi Saleh Dargham- “ The effective management of the performance appraisal process in Lebanon an exploratory study” .
- Noh, S., & Kaspar, V. (2003). Moderating effects of coping, acculturation, and ethnic support. Perceived discrimination and depression. *American Journal of Public Health*. 93, 232-238.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. (3rd ed.).
- Nunnally, J. C., Mc Graw Hill. Operario, D., & Fiske, S. T. (2001). Ethnic identity moderates perceptions of prejudice. Judgments of personal versus group discrimination and subtle versus blatant bias. *Personality and Social Psychology Bulletin*. 27, 550-561.

- Ombui, B. M. and Kamenchu, S. M. (2011). The Effect of Performance Appraisal Systems on Employees in Kenya Tea Development Agency, A Survey of Selected Tea Factories in Meru County-Kenya. *Journal of Finance and Accounting* .2(3), 116-201.
- Organ, D. W., & Greene, C. N. (1974). Role ambiguity, locus of control, and work satisfaction. *Journal of Applied Psychology*, 59, 101-102.
- Orlando, FL: Academic Press. Garstka, T. A., Schmitt, M. T., Branscombe, N. R., & Hummert, M. L. (2004). How young and older adults differ in their responses to perceived age discrimination. *Psychology and Aging*. 19, 326-335.
- Palo Alto, CA: Consulting Psychologists Press. Pritchard, R. D. (1995). The Productivity measurement and improvement. *Organizational case studies of New York*.
- Panatika, S. A. B. (2012). "Impact of Work Design on Employee Psychological Strain.
- Pettijohn, L.S., Parker, R.S., Pettijohn, C.E. & Kent, J.L. (2001) "Performance Appraisal. Pratheepkanth, P. (2011). "Reward System And Its Impact On Employee Motivation In Commercial Bank Of Sri Lanka Plc, In Jaffna District." *global journal of management and business research*.11(4), 0975-5853.
- Pettijohn, L.S., Parker, R.S., Pettijohn, C.E. & Kent, J.L. (2001). Job Satisfaction. *Resource Management Research*. 124, 413–420.
- Pettijohn, L.S., Parker, R.S., Pettijohn, C.E. & Kent, J.L. (2001). the impact of supervisors' behavior. *African Journal of Business Management*.1(9), 238-243.
- Phinney, J. S. (1990). Ethnic identity in adolescents and adults: Review of research. *Psychological Bulletin*. 10, 499-514.

- Phinney, J. S. (1992). The Multigroup Ethnic Identity Measure, A new scale for use with diverse groups. *Journal of Adolescent Research*.7,156-176.
- Pinder, C. C. (1998). *Work Motivation in Organizational Behavior*. The Applicant Attribution-Reaction Theory (AART): *International Journal of Selection and Assessment*. 12, 84-98.
- Ployhart, R. E., & Harold, C. M. (2004).An integrative theory of applicant attributional processing.Upper Saddle River, NJ Prentice Hall.*International Journal of Selection and Assessment*. 12, 84-98.
- Postmes, T., & Branscombe, N. R. (2002). Influence of long-term racial environmental composition on subjective well-being in African Americans. *Journal of Personality and Social Psychology*. 83, 735-751.
- Praeger, Pritchard, R. D. (1992).A practical guide of Organizational productivity. *Handbook of Industrial and Organizational Psychology: 3* (2nd, 443-471).
- Pritchard, R. D. (1969). Equity theory of review and critique.*Organizational Behavior and Human Performance*. 4, 176-211.
- Pritchard, R. D., & Ashwood, E. L. (2007).The effect of rater motivation on performance appraisal accuracy.*Dissertation Abstracts International*.58, 2167.
- Pritchard, R. D., Jones, S. D., Roth, P. L., Stuebing, K. K., Ekeberg, S. E. (1989). The evaluation of an integrated approach to measuring organizational productivity.*Personnel Psychology*. 42, 69-115.
- Pritchard, R. D., Jones, S. D., Roth, P. L., Stuehing, K. K., Ekeberg, S. E. (1988). Effects of feedback, goal setting, and incentives on organizational productivity *.Journal of Applied Psychology*. 73, 337-358.

- Pritchard, R. D., M. D. Dunnette & M. Leaetta (1990). Organizational productivity. *Measuring and improving organizational productivity. Handbook of Industrial and Organizational Psychology*. 3 (2nd, 443-471).
- Randell, G., Sisson, K. (1994), A Comprehensive Guide to Theory and Practice in Britain, Blackwell, Oxford, Employee appraisal. *Personnel Management*. (Ed.), pp. 221-52
- Rastogi, S. and Saxena, P. (2013), "An Analysis of Public and Private Sector Banks Performance Using CAMEL Model", *Journal of Applied Management and Investments*. 2 (4), 268-278.
- Roch, S. G., , Texas A & M (1997).). Managing Motivation. An NPI approach . Doctoral dissertation University. 59, 101-102.
- Rothstein, M. A., Craver, C. B., Washington, D. C., Schroeder, E. P., Shoben, E. W., & Vander Velde, L. S. (1994). The Bureau of National Affairs. *Human Resources and the Law*.
- Rotter, J. B. (1954). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General & Applied*. 80, 1-28.
- Rotter, J. B. (1966). Upper Saddle River. *Social Learning and Clinical Psychology of General & Applied*. 80, 1-28.
- Rotundo M. (2000). The Relative Importance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance. *Journal of Applied Psychology*. 61(5).
- Ryan, A. M. (2001). The role of perceptions, Explaining the black-white test score gap. *Human Performance*. 14, 45-75.
- Ryan, A. M., Sacco, J. M., McFarland, L. A., & Kriska, S. D. (2000). Applicant self-selection Correlates of withdrawal from a mutiple hurdle process. *Journal of Applied Psychology*. 85, 163-179.

- S. K., & Major, B. San Diego, Mc Coy, (2003). Group identification moderates emotional responses to perceived prejudice. *Personality and Social Psychology Bulletin*. 29, 1005-1017.
- Saeed, K. M. and Shahbaz, N.(2011). The Case of Pakistan Employees Perceptions about the Effectiveness of Performance Appraisals .*SIU Journal of Management*.
- Saeed, M. K., & Shahbaz, N. (2011).The case of Pakistan Employees' perceptions about the effectiveness of performance appraisals. *SIU Journal of Management*.1(1), 58-59.
- Saleheen, F., Miraz, M.H. and Ramli, R. (2014). "IT Operations in Retail Banking: A Case Study". *Journal of Applied Management and Investments*. 3 (4), 245-250.
- Sanchez, J. I., & Brock, P. (1996).The diversity management a luxury or a necessity, Outcomes of perceived discrimination among Hispanic employees.*Academy of Management Journal*. 39, 704-719.
- Sawyer, J. E., Latham, W. R., Pritchard, R. D., & Bennett, W. R. Jr. (1999). Analysis of work group productivity in an applied setting Application of a time series panel design.*Personnel Psychology*. 52, 927-967.
- Sayed, N.S. and Sayed, G. (2013), "Indian Banking Sector: Measurement and Analysis of Market Value Added", *Journal of Applied Management and Investments*. 2 (3), 201-209.
- Schmitt, M. T., & Branscombe, N. R. (2002).The internal and external causal loci of attributions to prejudice.*Personality and Social Psychology Bulletin*. 28, 620-628.
- Schmitt, M. T., Branscombe, N. R., & Postmes, T. (2003).Women's emotional responses to the pervasiveness of gender discrimination.*European Journal of Social Psychology*. 33, 297-312.

- Schmitt, M. T., Branscombe, N. R., Kobrynowicz, D., & Owen, S. (2002). Perceiving discrimination against one's gender group has different implications for well-being in women and men. *Personality and Social Psychology Bulletin*. 28, 197-210.
- Schmitt, M. T., Spears, R., & Branscombe, N. R. (2003). The case of international students: Constructing a minority group identity out of shared rejection. *European Journal of Social Psychology*. 33, 1-12.
- Scott, S. G., & Einstein, W. O. (2001). One size does not fit all: Strategic performance appraisal in team-based organizations. *Academy of Management Executive*. 15(2), 107-116.
- Selena, U. (2011). Measuring Employee Expectations in a Strategic Human.
- Sellers, R. M., & Shelton, J. N. (2003). The role of racial identity in perceived racial discrimination. *Journal of Personality and Social Psychology*. 84, 1079-1092.
- Sherif, M. (1966). London Behavior in organizations as a function of employee's locus of control. *Psychological Bulletin*, 91, 482-497
- Shubhangi Sharma, S. S., Priyanka Singh and Pratibha Singh (2012). "Performance Appraisal and Career Development. *International Journal of Business and Management*. 2(1), 8-16.
- Shubhangi Sharma, S. S., Priyanka Singh and Pratibha Singh (2012). The Usage, criteria and observations. *The Journal of Management Development*. 20(9), 754-771.
- Singh, V.K., Kochar, B. and YÜKSEL, S. (2010). An Empirical Study on the Efficiency of Performance Appraisal System in Oil and Natural Gas Commission (ONGC), *India İşletme Araştırmaları Dergisi* .2(2), 65-78
- Smither J. W. (1998). A state of the art in practice Performance appraisals. *San Francisco*. (pp. 132-162).

Smither, J. W. and Walker, A. G. (2004), " The future Are the characteristics of narrative comments related to improvement in multirater feedback ratings over time?". *Journal of Applied Psychology*.89, 575–81.

Smither, J. W. and Walker, A. G. (2004), " The future Are the characteristics of narrative comments related to improvement in multirater feedback ratings over time?". *Journal of Management*.30(6), 881–905.

Sovereign, K. L. (1999).Their social psychology.*Personnel Law*.(4th ed)..

Spector, P. E. (1982). Group conflict and cooperation. *Psychological Bulletin*, 91, 482-497.

Spector, P. E. (2006). Method variance in organizational research Truth or urban legend?.*Organizational Research Methods*. 9, 221-232.

Spector, P. E., Cooper, C. L, Sanchez, J. I., O’Driscoll, M., Sparks, K. Bernin, P., Bussing, A., et al. (2002).Locus of control and well-being at work.*Academy of Management Journal*. 45, 453-466.

Spector, W. D., Katz, S., Murphy, J. B., & Fulton, J. P. (1987).The hierarchical relationship between activities of daily living and instrumental activities of daily living. *Journal of chronic diseases*.40(6), 481-489.

Stone-Romero, E. F., Alliger, G. M., & Aguinis, H. (1994). The type of error problems in the use of moderated multiple regression for the detection of moderating effects for dichotomous variables. *Journal of Management*. 20, 167-178.

Stone-Romero, J. J. Martocchio., E. F., & Rosopa, P. J. (2004). Inference problems with hierarchical multiple regression-based tests of mediating effects.*Research in personnel and human resource management*.23, 249-290.

Swim, J. K., Aiken, K. J., Hall, W. S., & Hunter, B. A. (1995). The Old-fashioned and modern prejudices Sexism and racism. *Journal of Personality and Social Psychology*. 68, 199-214.

- Szalacha, L. A., Erkut, S., Coll, C. G., Alarcan, O., Fields, J. P., & Ceder, I. (2003). Discrimination and Puerto Rican children's and adolescents mental health. *Cultural Diversity and Ethnic Minority Psychology*. 9, 141-155.
- Szilagyi, A. D., & Sims, H. P. (1975). The Locus of control and expectancies across multiple occupational levels. *Journal of Applied Psychology*. 60, 638-640.
- Tajfel, S. Worchel & W. Austin., H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. *Psychology of intergroup relations* Chicago. 7-24.
- Torrington, D. and Hall, L. (1998), Human Resource Management, *Prentice Hall*. 4th ed..
- Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S., & Wetherell, M. (1987). A self-categorization theory. *Rediscovering the social group*. Oxford, England. 140.
- Twomey, D. P. (2002). Work and motivation Employment Discrimination Law. *A Manager's Guide New York*. (5th ed.). 92, 548-573
- Twomey, Wiley. Weiner, B. (1985).. An attributional theory of achievement motivation and emotion West/Thomson Learning.. *A Manager's Guide*. 92, 548-573.
- Vroom, Victor H., (1964), "Work and Motivation". *New York*.
- Waal, A.A., Strunk, W., Jr. (2004), Stimulating performance-driven behavior to obtain better results. *International Journal of Productivity and Performance Management*. July.
- Wang, C. H., Chen, K. Y., & Chen, S. C. (2012). Total quality management, market orientation and hotel performance & moderating effects of external environmental factors. *International Journal of Hospitality Management*, 31(1), 119-129.
- Wanna J., O'Faircheallaigh, C. & Weller, P. (1992). Public Sector Management in Australia.

- Wei Chen. (2015). The Legal Experience and Enlightenment of Foreign Government Performance Management. *Hunan Social Sciences*,5:104-107.
- Wei Chen. (2015). The Legal Experience and Enlightenment of Foreign Government Performance Management. *Hunan Social Sciences*,5:104-107.
- Weick, K. E., & Sutcliffe, K. M. (2001). *Managing the unexpected*. San Francisco.(Vol. 9).
- White, E. B. (1979). *The elements of style*. New York. (3rd ed.).
- Wiley. Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological Review*. 92, 548-573.
- William, A. N. (2010). "EMPLOYEE MOTIVATION AND PERFORMANCE.
- Williams, D. R., Neighbors, H. W., & Jackson, J. S. (2003). : The Findings from community studies, Racial/ethnic discrimination and health. *American Journal of Public Health*. 93, 200-208.
- Wilson, G. (2005). Race, ethnicity, and inequality in the American workplace Evolving issues. *American Behavioral Scientist*. 48, 1151-1156.
- Wolfe, C. T., & Spencer, S. J. (1996). Their overt and subtle influence in the classroom Stereotypes and prejudice. *American Behavioral Scientist*. 40, 176-185.
- Wong, P. T. B., & Weiner, B. (1981). When people ask “why” questions, and the heuristics of attributional search. *Journal of Personality and Social Psychology*. 40, 650-663.
- Wood, R. (1989). Performance appraisal in the Reform of Public Sector Management.
- Wooten, L. P., & James, E. H. (2004). Perpetuation of discrimination in the workplace. *Journal of Management Inquiry*. 13, 23-33.
- Zhiren Zhou & Yanqing Xu. (2016). A sinous Performance Regimes Comparison and Lessons for China. *Chinese Public Administration*. 4, 139-144.



Annexures



ANNEXURE 1 - QUESTIONNAIRE

Questionnaire for Bank Managers

Impact of Performance Appraisal and Motivation on Employee's Output with Reference to Banking Sectors in Lucknow, Uttar Pradesh

Dear Sir/Madam

I Shweta Pandey, Research Scholar at Scholar for Management Studies of Babasaheb Bhimrao Ambedkar University (A Central University) Lucknow, request you to kindly give your precious time to participate in my Survey. I am carrying questions on performance appraisal of an employee in the banking sector of Lucknow. I would be extremely thankful for your participation and hereby assure that the collected data will be purely used for the academic purpose and will not be misused.

(1) Name:-.....

(2) Gender: Male:-..... Female:-.....

(3) Age group: 21-25:-..... 26-30:-..... Above 30:-.....

(4)Level of education: Under-Graduate:-..... Graduate:-.....Post-Graduate:-
.....

(5)Job designation:-.....(6) Organization:-
.....

Performance appraisal: related to “evaluating an employee’s current and past performance relative to his/her performance standards”.

The response scale for the questions is as below:

1= Strongly Agree, 2= Agree, 3= Uncertain, 4= Disagree, 5 = Strongly Disagree

Objective No: 01					
To Study the Impact of Appraisal and Motivation Factors on Performance of Employees from Managers Perspective					
1. Level of wage affects performance?	1	2	3	4	5
2. When employees are rewarded, they seek for tools and processes which may be beneficial for the organization and so the performance and interest on the work increases?	1	2	3	4	5
3. In order to have high performance, it is effective to motivate employees involve at workplaces?	1	2	3	4	5
4. Promotion opportunities affect performance?	1	2	3	4	5
5. Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?	1	2	3	4	5
6. Rewarding mechanism affects performance?	1	2	3	4	5
7. Performance of the employee may be increased by promoting them?	1	2	3	4	5
8. Giving more responsibility and increasing the authorization for Employees is effective to increase their performance?	1	2	3	4	5

Objective No:02					
To Know the Current Appraisal Practices Followed in Private and Public Sector Banks					
1.Is there a fair consistent basis for measuring performance and individual contribution to business objectives?	1	2	3	4	5
2.Are you involved in decisions which affect your performance at work?	1	2	3	4	5
3.All employees in the banks are evaluated?	1	2	3	4	5
4.Do you get feedback of your evaluation?	1	2	3	4	5
5.Do all the employees believe and have faith on current practice followed	1	2	3	4	5
6.Do you agree that the current practices for performance appraisal are effective in bringing substantial result?	1	2	3	4	5

Objective No: 03					
To Find What HR Interventions Seen to Make Performance Appraisal Systems More Effective in General of the Public and Private Sector Bank					
1. Performance is effectively monitored?	1	2	3	4	5
2. Appreciation and being praised by their managers for successful Employees increase their success at work?	1	2	3	4	5
3. Performance appraisal is used as a decision-making tool for increasing the performance and set promotion standers?	1	2	3	4	5
4. When your performance has not met minimum standards, your manager discusses with you the reasons?	1	2	3	4	5

Objective No: 04					
To Evaluate the Managers Perception of Performance Appraisal					
1. In your opinion performance appraisal can evaluate employee properly?	1	2	3	4	5
2. Do you wish to improve your result score?	1	2	3	4	5
3. Do you agree with the evaluation results you get?	1	2	3	4	5
4. Do the evaluation results impact on your behavior, attitudes and morale?	1	2	3	4	5
5. How does your employee feel when they get the results of the appraisal?	1	2	3	4	5
6. Do you always get the expected results of the performance evaluation whatever you are expecting?	1	2	3	4	5
7. Are you satisfied with the current performance appraisal system of your organization?	1	2	3	4	5

Designation:

(Signature)



Appendices



Research Paper 1

Research Paper

E-ISSN No : 2455-295X | Volume : 2 | Issue : 5 | May 2016



A STUDY OF QUALITY OF WORK LIFE AND ITS IMPACT ON PERFORMANCE APPRAISAL

Shweta Pandey¹ | Dr. M. S Khan²¹ Research Scholar, School for Management Studies, Babasaheb Bhimrao Ambedkar University, (A Central University), Lucknow.² School for Management Studies, Babasaheb Bhimrao Ambedkar University, (A Central University), Lucknow.

ABSTRACT

Quality of work life is being used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees' quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of Quality of Work Life (QWL) is the career growth opportunities as supported by various researches done in past. Studies also predict that employee performance is also correlated with QWL. The present paper is to know the measure taken by the organization to improve the quality of work life of the employee in the organization, to know whether QWL leads to performance appraisal or in the improved productivity of the organization and to study whether quality of work life motivates the employees to learn further career opportunity for present and future roles.

KEYWORDS: Career growth, Performance, Quality of Work Life (QWL), Work Life balance.

Introduction

The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization. Quality of work life is considered to be the most critical aspect. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the organization in order to maintain, retain the employees as well the high productivity of the organization. Hence the management has to look upon the facilities that are not available and is the points where employees are dissatisfied with unavailability of the facility. Because of the facilities that are unavailable will lead for low productivity, stress, dissatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher productivity of the organization. This study is attempted to understand the impact of QWL on organizational productivity. The term QWL gained importance in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person's work experience. Up until the mid 1970s, employer's concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005). However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining "a good company". Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations. Bagnara, Mariani and Parlangei (2001) found in their survey that people working in high technology enabled and uncertain working environment are more vulnerable to stress than others. Martinsons and Cheung (2001) concluded from their research that frequent changes in work environment directly or indirectly influence the performance and productivity of IT professionals. Indeed the changes in working conditions result in stressful conditions and the employees are still expected to perform under stress. Now the organization needs to have effective coping strategies in place; to handle the after effects of performance under stress.

QWL and Organizational Productivity

The term productivity must not be confused with production. Productivity is a ratio while production relates to a volume. Increased production does not necessarily mean increase in productivity. Input of resources goes up in direct proportion to the increase in output; the productivity will remain the same. Peoples are the important assets of any organization because only through people all other resources are converted into utilities. Productivity consciousness has acquired worldwide momentum. Higher productivity is very important for any firm for the survival of any nation, and its stands for proper utilization of available resources to check the best results with minimum costs. The only path to national prosperity is to improve the productivity in the industrial sphere. Not only the firm's sur-

vival, the productivity denotes the efficiency of the various input's which are converted in to different goods and services. It's a multifaceted concept it also signifies the ratio between inputs and output. All organizations regard work life benefits as an investment designed, among other things, to attract, and retain talent. Such benefits recognizes the growing demands on the lives of people, particularly at times when jobs are The impact of HRM practices and policies on firm performance is an important aspect in the fields of HRM, industrial and organizational psychology. All the organizations do expect higher productivity with less resources and investment. The survey made by the Association of executive search consultant (AESC) have revealed a sea change in the attitude of corporate high flyers, with a growing number rejecting organization hours and scramble the corporate leader in favor of better QWL. Mostly in such (AESC) survey it is found that they have not achieved a satisfactory work-life balance and a similar proportion felt that their work life balance had changed for the worse over the past five years. It should be recognized that the long term productivity improvement can be achieved by the human factor through positive and innovative attitudes. There's an argument that high performance work practice, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems and extensive employee involvement and training, firms current potential employees, increase their motivation, and enhance retention of quality employees while encouraging non-performance to leave the firm. Among human resource professionals there is a growing consensus that organizational human resource policies can, if properly configured provide a direct and economically significant contribution to firms' performance. Both intermediate employment outcomes and firm-level measures of finance performance are dependent variables. Today work organization is continually changing to meet new demands, including the use of new technologies and work place innovation. Among its main finding, technology and working conditions status. Jobs can be divided into four categories depending upon different work organization contexts viz. Active, Passive, High and Low strain jobs. Work autonomy and work intensity are important factors within these contexts. The cause of stress can be the intensification of work. In the manufacturing sector industry it is commonly stated that quality drives productivity is a source of greater revenue work organizations is continually changing to meet new demands, including the use of new technologies and work place innovations

Objective of the Study

- To know the measure taken by the organization to improve the quality of work life of the employee in the organization.
- To know whether QWL leads to performance appraisal or in the improvement of productivity of the organization.
- To study whether quality of work life motivates the employees to learn further career opportunity for present and future roles.

Literature Review

People generally have a perception of QWL as a systematic approach including autonomous work groups, job enrichment and active-involvement with a focus on improving the satisfaction and productivity of employees. It requires employee commitment to the organization and an environment in which this com-

Copyright© 2016, IESRJ. This open-access article is published under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License which permits Share (copy and redistribute the material in any medium or format) and Adapt (remix, transform, and build upon the material) under the Attribution-NonCommercial terms.

mitment can flourish. Thus, QWL is a holistic approach that includes an individual's job related well-being and the extent to which he is satisfied with the rewards, fulfillment at job and enjoys the absence of stress and other negative personal consequences. Baba and Jamal (1991) suggested a list of the determinants of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also suggested that monotony in job due to routine work activities can affect quality of working life negatively. Ellis and Pompli (2002) in their study on nurses identified a numerous factors resulting in job dissatisfaction and quality of working life, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care expected, Balance of work and family, Shift work, no involvement in decision making, Professional isolation, non recognition of work, unhealthy relationships with supervisor/peers, Role conflict, absence opportunity to learn new skills. Sirgy et al.; (2001) listed various factors affecting quality of working life as: Need satisfaction based on job requirements, Work environment, Supervisory behavior, Ancillary programmes, Organizational commitment. They observed quality of working life as fulfillment of these key needs through resources, activities, and outcomes resulting from participation in the workplace. This model is based at Maslow's needs theory, covering Health & safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics. Bearfield, (2003) adopted an all together different approach while examining quality of working life with the help of 16 questions, and the findings were surprising when he observed that causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, vary for different groups and suggested that different concerns might have to be addressed based on different parameters. Worrall and Cooper (2006) found in their recent survey that a low level of well-being at work may cost dear to an organization resulting in a loss of about 5-10% of Gross National Product per annum. Quality of Working Life is a holistic concept, which not only considers work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also includes factors that predict life satisfaction and general feelings of well-being (Danna & Griffin, 1999). However recent researchers have also observed that, work-related stress and balancing work and non-work life domains (Loscocco & Roschelle, 1991) affect QWL significantly and should conceptually is considered as determinant of Quality of Working Life. (Judge & Bretz, 1994) which significantly predicts the feeling of accomplishment in their work life. Findings are also favorable to the assumption that there exists a relationship between the number of hours worked per week and salary and ascendancy (Cox & Cooper, 1989; Judge & Bretz, 1994).

Research Methodology

The present paper is the outcome of the research based on secondary sources. For collecting information a number of books, magazines, journals and internet sites are used. The study is purely descriptive in nature and qualitative in character. The method use for carrying out this research is deductive in nature.

Results and Discussions

- Good pay dominates most of the factors in employee satisfaction and maintain stability. Alternative means of providing wages should be developed to increase the cost of living index, profession tax etc.,
- It's a condition of strain on employee emotions. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue, stirring heavy smoking and drug abuse has to be identified.
- Its helps to aim at educating about health Programmes, means of maintaining and improving of health.
- Includes flexi times, work at home, staggered hours, reduce work hours, part time employment.
- The trade unions and workers believe that workers participation in management and control of work leads to decision - making improves QWL.
- Recognition: Rewarding system, congratulating the employees for their achievement, job enrichment, offering membership in clubs or association, vehicles, etc recognizes the employees.
- A congenial worker-supervisor relation gives the worker a sense of social association, belongingness, achievement of work results etc.
- Employees will have a fair treatment when the company gives them the opportunity to ventilate their grievances and present their case sincerely rather than settling the problem arbitrarily.
- Resources should match with states objectives; otherwise employees will not be able to attain the objectives.
- Seniority is considered as basis for promotion. Merit is considered as the basis for advancement for managerial people.
- Employment on permanent basis gives security and leads to higher order QWL.

Findings

- There is a much about the quality every aspect viz. quality product, quality of material and inputs there in, quality of packing, quality of product development and quality of service. The quality of work life and quality of life, which is pivotal aspects in everyone's work life. This also bring employee satisfaction and performance appraisal.
- You can obtain man's physical presence at a given place, and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, you can't obtain by devotion of hearts, mind and souls.
- Apart from this if the employee is provided with other extrinsic and intrinsic benefits then this will lead for high productivity and results in performance appraisal.
- To introduce the hard practices in to the organization it is the important to have encouraging atmosphere.
- QWL is one of the most important factors, which leads to such favorable atmosphere. It produces more humanized jobs. It attempts to serve the higher order needs of employees are human resources that are to be developed rather than simply used.
- QWL leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development.
- QWL will ensure enthusiasm work environment with opportunities for everyone to give is best. Such job will provide job satisfaction and pride to the company

Limitations

- Performance appraisal is very time taking for the research work because it has a broad area so it requires much more time for the research work.
- Performance appraisal data is not given accurate on website.
- Inadequate information
- Unwillingness on part of respondents due to their personal interest.
- The size of country (geographical areas) cannot be covered within such a short span of time

Conclusion

The world economies have recently recovered from recession blues and the continued restructuring, downsizing and reorganization in the post recession scenario have created havoc for HR managers as they have to struggle with preserving staff morale and job satisfaction. In this scenario, high quality of work life is essential for organizations to continue to attract and retain employees. This is the reason QWL concept has gained momentum recently and researchers are going on worldwide to find out inputs for framing effective QWL strategies. Moreover the above study discussed supports the relationship between QWL, employee performance and career growth aspects which leads to performance appraisal. Still many facets of QWL need to be unexplored through further studies.

REFERENCES

1. Arthur, M.B., Hall, D.T., & Lawrence, B.S. (Eds.). (1989). Handbook of Career Theory. Cambridge: Cambridge University Press.
2. Baba, VV and Jamal, M (1991) Routinisation of job context and job content as related to employee's quality of working life: a study of psychiatric nurses. Journal of organizational behavior. 12. 379-386.
3. Bearfield, S (2003) Quality of Working Life. Acirt Working paper 86. University of Sydney. www.acirt.com
4. Berry, L. M. (1998). Psychology at work: An introduction to industrial and organizational psychology. San Francisco: McGraw-Hill.
5. Cannings, K. & Montmarquette, C. (1991). Managerial momentum: a simultaneous model of the career progress of male and female managers. Industrial and Labor Relations Review, 44, 212-228.
6. Cox, C.J. & Cooper, C.L. (1989). The making of the British CEO: Childhood, work experience, personality, and management style. Academy of Management Executive, 3, 241-245
7. Cunningham, J.B. and T. Eberle. (1990). A guide to job enrichment and redesign. Personnel, 67: 56-61.
8. Danna, K. & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. Journal of Management, 25, 357-384.
9. Edwards, J., Van Laar, D.L. & Easton, S. (2009). The Work-Related Quality of Life (WRQoL) scale for Higher Education Employees. Quality in Higher Education. 15: 3, 207-219.
10. Ellis N & Pompli A. (2002) Quality of working life for nurses. Commonwealth Dept of Health and Ageing. Canberra.
11. Feuer, D., (1989). Quality of work life: a cure for all ills? Training: The Magazine of Human Resources Development, 26: 65-66.

12. Greenhaus, J.H., Parasuraman, S. & Wormley, W.M. (1990). Effects of race on organizational experience, job performance evaluations, and career outcomes. *Academy of Management Journal*, 16, 129-137.
13. Judge, T.A., Cable, D., Boudreau, J. & Bretz, R. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology*, 48, 485-519.
14. Lawler E and Porter L. (1966). Managers pay and their satisfaction with their pay. *Personnel Psychology*. XIX 363-73
15. Lawler, E. E. (1982). Strategies for improving the quality of work life. *American Psychologist*, 37, 2005, 486-493.
16. Lewis, S. and C.L. Cooper. (1999). The work-family research agenda in changing contexts. *J. Occupat. Health Psychol.*, 4: 382-393.
17. Loscocco, K. A. & Roschelle, A. N. (1991). Influences on the Quality of Work and Non work Life: Two Decades in Review. *Journal of Vocational Behavior*, 39, 182-225.
18. Mirvis, P.H. and Lawler, E.E. (1984) Accounting for the Quality of Work Life. *Journal of Occupational Behavior*. 5. 197-212.
19. Morrison, R.F. & Holzbach, R.L. (1980). The career manager role. In C.B. Derr (Ed.), *Work, Family, and the Career*. New York: Praeger
20. Netemeyer, R.G., Boles, J.S., & McMurrin R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.
21. Offerman, L.R. and M.K. Gowing. (1990). Organizations of the future: Changes and challenges. *Am. Psychologist*, 45: 95-108.
22. Rapoport, R. and R.N. Rapoport. (1980). Balancing work, family and leisure: a triple helix model. In C.B. Derr (Ed.), *Work, family and the career*. New York: Praeger.
23. Shaffer, G.S., (1987). Patterns of work and non-work satisfaction. *J. Appl. Psychol.*, 72: 115-124.
24. Shamir, B. and I. Salomon. (1985). Work-at-home and the quality of working life. *Acad. Manag.*, 10: 455-64.
25. Sirgy, M. J., Efraty, D., Siegel, P & Lee, D. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55, 241-302.
26. Straw, R.J. and C.C. Heckscher (1984). QWL: New working relationships in the communication industry. *Labor Studies J.*, 9: 261-74.
27. Warr, P, Cook, J and Wall, T (1979) Scales for the measurement of some work attitudes and aspects of psychological well being. *Journal of Occupational Psychology*. 52, 129-148.
28. Worrall, L. & Cooper, C. L. (2006). *The Quality of Working Life: Managers' health and well-being*. Executive Report, Chartered Management Institute.

Research Paper 2

International Journal of Commerce and Management Research

International Journal of Commerce and Management Research

ISSN: 2455-1627, Impact Factor: RJIF 5.22

www.managejournal.com

Volume 2; Issue 9; September 2016; Page No. 72-75



Changing HR dimensions of employees focusing generation Z in an Era of globalization

¹Shweta Pandey, ²Dr. Khan MS

¹ Research Scholar, School for Management Studies, Babasaheb Bhimrao Ambedkar University, Lucknow, Uttar Pradesh, India

² School for Management Studies, Babasaheb Bhimrao Ambedkar University, (A Central University), Lucknow, Uttar Pradesh, India

Abstract

Generation Z employees were born between 1995 and 2012 they're on the cusp of entering the global workforce. Right now they comprise about 7 percent of the workforce, but by 2019 it is estimated that 30 million will be employed. This generation has grown up with uncertainty and often has more radical differences than the other generations. Generation Z employees are highly energetic and enthusiastic, but many lack the social skills you would expect from employees—including those who entered the workforce at a young age. Generation Z workers typically connect via smart phones and other portable devices. They like information at their fingertips at all times, and don't handle it well when they have to wait to receive an answer. They are used to constant streams of data, which means they expect management to provide them with instant access to the information they need. While Generation Z workers are high maintenance, they're good employees as long as their unique needs are met. Workers from this segment of young adults tend to be innovative and creative, wanting to make an impact on society. They want to advance and grow professionally, and are willing to use internships and learning experiences to do this. They may see professional development from a more long-term standpoint. Lengthy work engagements are considered stepping-stones towards success, even if they don't pay out right away. This paper study the changing dimension of HR in an era of globalization focusing Generation Z and also to study the impact of changing hr practices on organization focusing Generation Z.

Keywords: Generation Z employees, globalization, HR dimensions

Introduction

Generation Z (commonly abbreviated to Gen Z, also known as i-Generation or Homeland Generation) is the generational cohort following the Millennials. There are no precise dates for when this cohort starts or ends; researchers and demographers typically use the mid-1990s to the mid-2000s as starting birth years and the late 2000s to mid-2020s as ending birth years. A significant aspect of this generation is its widespread usage of the internet from a young age. Members of Generation Z are typically thought of as being comfortable with technology, and interacting on social media websites for a significant portion of their socializing. Some commentators have suggested that growing up through the Great Recession has given the cohort a feeling of unsettlement and insecurity. Generation Z is the first to have internet technology so readily available at a very young age. With the web revolution that occurred throughout the 1990s, they have been exposed to an unprecedented amount of technology in their upbringing. As technology became more compact and affordable, the popularity of smart phones in the United States grew exponentially. With 77% of 12–17 year olds owning a cell phone in 2015, technology has strongly influenced Generation Z in terms of communication and education. Forbes magazine suggested that by the time Generation Z entered the workplace; digital technology would be an aspect of almost all career paths. Anthony Turner characterizes Generation Z as having a 'digital bond to the internet', and argues that it may help youth to escape from emotional and mental struggles they face offline. According to US consultancy Sparks and Honey in 2014, 41% of Generation Z spends more than three hours per day using computers for purposes other than schoolwork, compared to 22% in 2004. In

2015, Generation Z comprised the largest portion of the U.S. population, at nearly 26%, edging out Millennials (24.5%), and the generation is estimated to generate \$44 billion in annual spending. About three-quarters of 13–17 years olds use their cell phones daily, more than they watch TV. Over half of surveyed mothers say the demo influences them in purchasing decisions for toys, apparel, dinner choices, entertainment, TV, mobile and computers. Among social media, only Instagram is in popularity in the demo. In 2015, an estimated 150,000 apps, 10% of those in Apple's app store, were educational and aimed at children up to college level. While researchers and parents agree the change in educational paradigm is significant, the results of the changes are mixed. On one hand, smart phones offer the potential for deeper involvement in learning and more individualized instruction, thereby making this generation potentially better educated and better-rounded. On the other hand, some researchers and parents are concerned that the prevalence of smart phones will cause technology dependence and a lack of self-regulation that will hinder child development. An online newspaper about texting, SMS and MMS writes that teens own cell phones without necessarily needing them. As children become teenagers, receiving a phone is considered a rite of passage in some countries, allowing the owner to be further connected with their peers and it is now a social norm to have one at an early age. An article from the Pew Research Center stated that "nearly three-quarters of teens have or have access to a Smartphone and 30% have a basic phone, while just 12% of teens 13 to 17 say they have no cell phone of any type". These numbers are only on the rise and the fact that the majority of Gen Z's own a cell phone has become one of this generations defining characteristics. As a result of this "24% of teens go online

'almost constantly'". Teens are much more likely to share different types of information, as of 2012, compared to in 2006. However, they will take certain steps to protect certain information that they do not want being shared. They are more likely to "follow" others on social media than "share" and use different types of social media for different purposes. Focus group testing found that while teens may be annoyed by many aspects of Facebook, they continue to use it because participation is important in terms of socializing with friends and peers. Twitter and Instagram are seen to be gaining popularity in member of Generation Z, with 24% (and growing) of teens with access to the Internet having Twitter accounts. This is, in part, due to parents not typically using these social networking sites. Snapchat is also seen to have gained attraction in Generation Z because videos, pictures, messages send much faster than regular messaging. Speed and reliability are important factors in how members of Generation Z choice of social networking platform. This need for quick communication is presented in popular Generation Z apps like Vine (service) and the prevalent use of emoji's. In a study performed by psychologists it was found that young people use the internet as a way to gain access to information and to interact with others. Mobile technology, social media, and internet usage have become increasingly important to modern adolescents over the past decade. Very few, however, are changed from what they gain access to online. Youths are using the internet as a tool to gain social skills that they then apply to real life situations, and learn about things that interest them. Teens spend most of their time online in private communication with people they interact with outside the internet on a regular basis. While social media is used for keeping up with global news and connections, it is mainly used for developing and maintaining relationships with people with whom they are close in proximity. The use of social media has become integrated into the daily lives of most Gen Z'ers who have access to mobile technology. They use it on a daily basis to keep in contact with friends and family, particularly those who they see every day. As a result, the increased use of mobile technology has caused Gen Z'ers to spend more time on their smart phones, and social media and has caused online relationship development to become a new generational norm. Gen Z'ers is generally against the idea of photo shopping and they are against changing themselves to be considered perfect. The parents of the Gen Z'ers fear the overuse of the internet by their children. Parents have a disliking for the access to inappropriate information and images as well as social networking sites where children can gain access to people from all over. Children reversely felt annoyed with their parents and complained about parents being overly controlling when it came to their internet usage. Gen Z uses social media and other sites to strengthen bonds with friends and to develop new ones. They interact with people, who they otherwise would not have met in the real world, becoming a tool for identity creation. Jason Dorsey, a notable Gen Y speaker who runs the Center for Generational Kinetics, stated in a TED x Houston talk that this generation begins after 1996 to present. He stressed notable differences in the way that they both consume technology, in terms of Smartphone usage at an earlier age. 18% of Generation Z thinks that it is okay for a 13 year old to have a Smartphone compared to earlier generations which say 4%.

Objective of the Study

- To study the changing dimension of HR in an era of globalization focusing Generation Z
- To study the impact of changing hr practices on organization focusing Generation Z

Literature Review

Research Methodology

The present paper is the outcome of the research based on secondary sources. For collecting information a number of books, magazines, journals and internet sites are used. The study is purely descriptive in nature and qualitative in character. The method used for carrying out this research is deductively in nature.

Result and Discussion

- Gen Z appears to be more entrepreneurial, loyal, open-minded and less motivated by money.
- Gen Zs appeared more realistic with their workplace expectations. Gen Zs understand what they are up against and are figuring out ways to adapt to the new reality.
- Gen Z is also most interested in working for a cause or company that they are passionate about, and may be willing to be paid less to do so. If they are genuinely interested in promoting what your company has to offer, you can bet that they will be hardworking, loyal, and a good investment.
- Gen Z-ers are also somewhat different from their predecessors in that they may be even more tech-intuitive.
- They came of age in the era of iPods/iPads, Facebook and other social media, and wireless internet. Generation Z has always had a computer in their pocket; their phones have almost always been smart.
- They have this level of expertise because they've constantly had their hands on the latest content for years. If they do not know something, they instinctively know exactly how to find this information online.
- They are already naturally social and can use these platforms with ease, rarely needing to be taught how to effectively use the internet and its resources in the workplace.

Findings of the Study

- **Create high-intensity relationships:** They react better to highly defined, small workgroups that have a strong peer leader. There must be an easy to identify chain of command when it comes to management. They respond best to managers that teach while leading.
- **Invest in training:** Generation Z workers may need more training, especially in the area of interpersonal and communication skills. If they're entering customer service positions, create a training program that focuses on behavior—showing them the right skills and communication techniques to fulfill the role of their job.
- **Provide lots of awards:** This generation has grown up used to rewards for even the smallest accomplishment. To encourage performance and growth, offer periodical rewards and continue redesigning the rewards to meet the changing expectations.
- **Offer dream positions:** Generation Z workers thrive on opportunity. If you want to keep them interested and motivated at your company, show them their dream

position is within your business and help them work toward getting there.

- **They show signs of being more entrepreneurial.** What makes every new generation better positioned to lead companies is that they have access to more people, resources and information earlier in life by way of the Internet advantage. When hiring someone in Gen Z, appeal to their entrepreneurial spirit by creating a culture that enables them to focus on new projects directly tied to business success.
- **They report being less influenced by money:** For Gen Z, they are most motivated by opportunities for advancement. Gen Z has seen what the financial crisis has done to Gen Y and is even more conservative and strategic. They also realize that they need to get a job and advance by learning as much as possible, and they're cognizant that "learning" sometimes doesn't come with a bigger paycheck.
- **They prefer traditional methods of communication:** While most people would think Gen Z would primarily use technology such as Facebook or Snapchat to communicate, the opposite is actually true. The majority

of Gen Z respondents say they prefer in-person communications with managers, as opposed to emailing or instant messaging. If you want to manage Gen Zs or sell to them, you shouldn't ignore using traditional methods of communication. Instead of just instant messaging them, invite them into a meeting.

- **They want you to take them seriously:** Gen Zs know they are young and just starting in their careers, but they also want companies to give them support and a microphone. Gen Z has a slightly stronger desire for managers to listen to their ideas and value their opinions. They indicate the workplace should be less about age and more about ideas and contributions. Gen Zs want to be in executive meetings and not left out on the sidelines, having to wait years for the chance.
- **They want to work for an honest leader:** Gen Z states that honesty is the most important quality for being a good leader. They want leaders to be open with them and not hide information because of their age or title. If you're honest, they will trust you and want to work for you or purchase from you -- it's that simple.

Top 5 Stereotypes of Gen Z	As reported by Gen Z			As reported by Gen Y	
#1	Creative	57%	#1	Lazy	45%
#2	Open-minded	54%	#2	Open-minded	41%
#3	New perspectives/ideas	52%	#3	Creative	38%
#4	Intelligent	44%	#4	Self-centered	37%
#5	a. Cutting-edge thinking b. lazy	41%	#5	Lack of focus, easily distracted	35%
Top 5 Stereotypes of Gen Y					
#1	Open-minded	56%	#1	a. Creative b. Open-minded	50%
#2	New perspectives/ideas	55%	#2	a. New perspectives/ideas b. Intelligent	46%
#3	Creative	54%	#3	Cutting-edge thinking	38%
#4	Intelligent	53%	#4	Entrepreneurial	29%
#5	Cutting-edge thinking	40%	#5	Responsible	27%

Limitations of the Study

- It is very time taking for the research work because it has a broad area so it requires much more time for the research work.
- The data is not given accurate on website.
- Inadequate information
- Unwillingness on part of respondents due to their personal interest.
- The size of country (geographical areas) cannot be covered within such a short span of time

Conclusions

They also have a higher expectation of relationship with their bosses. Even though they are fluent in a world of social media, text messages and email, they would much rather have genuine conversations and connections with higher-ups. Additionally, this generation is very project-oriented, ready to run with whatever is given to them. However, they prefer extensive

feedback and input from those higher than them. Both of these mean that your company's managers should be making every effort to connect with your gen Z employees and supporting them in whatever endeavors they are pursuing for the company.

References

1. Horovitz Bruce. (May 4, 2012). After Gen X, Millennials, what should next generation be?. USA Today. Retrieved November 24, 2012.
2. Howe Neil. Strauss, William Millennials & K-12 Schools. Life Course Associates, 2008, 109–111. ISBN 0971260656.
3. Howe (October 27, 2014). "Introducing the Homeland Generation (Part 1 of 2)". Forbes. Retrieved 12 March 2015.
4. Neil Howe and Bill Strauss (July–August 2007). "The Next 20 Years: How Customer and Workforce Attitudes Will Evolve". Harvard University. Retrieved 10

- December 2015. Junco, Reynol; Mastrodicasa, Jeanna (2007). Connecting to the Net.Generation: What higher education professionals need to know about today's students. NASPA. ISBN 9780931654480.
5. Homan, Audrey (27 October 2015). "Z is for Generation Z". The Tarrant Institute for Innovative Education. Retrieved 6 June 2016.
 6. Samantha Raphelson (6 October 2014). "From GIs to Gen Z (Or Is It iGen?): How Generations Get Nicknames". NPR. Retrieved 7 October, 2014.
 7. Generations in Canada.
 8. The First Generation of the 21st Century: An Introduction to the Pluralist Generation"(PDF). Magid Generational Strategies. 2012. Retrieved 15 January, 2016.
 9. Turner Says the Post-Millennial Generation Should Be Known as 'Plurals. AdWeek. Retrieved, 2016-01-31.
 10. De Bord, Mathew. A new generation gets a name: Plurals. DeBord Report. April, 30, 2012
 11. Williams, Alex (18 September 2015). How to Spot a Member of Generation Z. New York Times. Retrieved 10 March, 2016.
 12. Centennial Infographic - The Futures Company. The Futures Company. Retrieved, 2016-03-09.
 13. Thomas Michael (2011-04-19). Deconstructing Digital Natives: Young People, Technology, and the New Literacies. Taylor & Francis. ISBN 9781136739002.
 14. Takahashi, Toshie T. Japanese Youth and Mobile Media. Rikkyo University. Retrieved 10 May, 2016.
 15. Sunburn, Josh (1 December 2015). Here's What MTV Is Calling the Generation After Millennials. Time. Retrieved 6 May, 2016.
 16. The Generation Z effect. The Globe and Mail.
 17. Generations in Canada. Statistics Canada. 2011. Retrieved 28 July 2016.
 18. Managing Gen Y and Z in the workplace. Randstad USA. Retrieved 23 June, 2016.
 19. Generations Defined. Mark McCrindle
 20. Mc Crindle, Mark. Superannuation and the Under 40s: Summary Report: Research Report on the Attitudes and Views of Generations X and Y on Superannuation" (PDF). McCrindle Research. Archived from the original (PDF) on 2006-09-21. Retrieved 6 April 2014. Generation X comprises those aged between 24 and 40... Generation Y 1982–2000...Generation Z 2001+ (page 5), 2005
 21. Oster Erik. (21 August 2014). This Gen Z Infographic Can Help Marketers Get Wise to the Future Here come the social natives. Adweek. Retrieved 20 April 2016.
 22. The First Generation of the 21st Century: An Introduction to the Pluralist Generation (PDF). Magid Generational Strategies. 2012. Retrieved 15 January, 2016.
 23. Wolf, Christopher (4 March 2016). Gen-Z Matters More than Millennials. Goldman Sachs. Retrieved 29 June 2016.
 24. Dill, Kathryn (6 November 2015). 7 Things Employers Should Know About The Gen Z Workforce. Forbes. Retrieved 12 November, 2015.
 25. Frank N. Magid Associates. The First Generation of the Twenty First Century. April 30, 2012
 26. Innovation Imperative: Meet Generation Z
 27. Hais, Michael, Morley Winograd. "A New Generation Debuts: Plurals." Huffington Post, May 7, 2012
 28. Williams, Alex (18 September 2015). "Move Over, Millennials, Here Comes Generation Z". The New York Times. Retrieved 8 April, 2016.
 29. Beltramini, Elizabeth (October 2014). Gen Z: Unlike the Generation Before. Associations of College Unions International. Retrieved 8 April, 2016.
 30. Jenkins, Ryan (9 June 2015). 15 Aspects That Highlight How Generation Z Is Different From Millennials. Business 2 Community. Retrieved 29 March, 2016.
 31. Quigley, Mary (7 July 2016). The Scoop on Millennials' Offspring — Gen Z. AARP. Retrieved 9 July, 2016.
 32. Dupont Stephen. (December 10, 2015). Move Over Millennials, Here Comes Generation Z: Understanding the 'New Realists' Who Are Building the Future. Public Relations Tactics. Public Relations Society of America.
 33. Goldman Sachs chart of the generations. Business Insider. Retrieved, 2016-02-06.
 34. Henderson Maureen J. (31 July 2013). Move Over, Millennials: Why 20-Somethings Should Fear Teens. Forbes. Retrieved 5 November, 2015.



BHARATI VIDYAPEETH DEEMED UNIVERSITY

INSTITUTE OF MANAGEMENT AND RESEARCH, NEW DELHI



NAAC Re-Accredited Grade 'A' University
An ISO 9001 : 2008 & ISO 14001:2004 Certified Institute

Sponsored by



BVIMR 7th INTERNATIONAL CONFERENCE

MANAGING ORGANISATIONS OF TOMORROW BY CAPITALISING GENERATION NEXT

16-17 JANUARY, 2015

CERTIFICATE OF PAPER PRESENTATION

This is to certify that Prof./ Dr./ Ms. / Mr. *Shweta Pandey* has presented

Research Paper titled "*Impact of Performance Appraisal and Motivation on Employee's Output*"

....." in 7th International Conference on "Managing Organisations of Tomorrow

By Capitalising Generation Next" held on 16th & 17th January, 2015 (Friday & Saturday) organised by BVIMR, New Delhi


Dr. Navneet Gera
Conference Convener


Dr. Vikas Nath
Director





GAUTAM BUDDHA UNIVERSITY
School of Management

Certificate

This is to certify that Mr./Ms./Dr. **SHWETA PANDEY**.....from
Babasaheb Bhimrao Ambedkar University, Lucknow.....has participated/presented/ presented in-absentia, a paper on
The Effectiveness of Workplace Diversity on Performance Appraisal

in the 2nd International Conference on 'Advances in Management & Decision Sciences' organized by
 School of Management, Gautam Buddha University during 16-17 July, 2016

Manisha Sharma
Dr. Manisha Sharma
 Conference Chair

Dinesh Kumar Sharma
Dr. Dinesh Kumar Sharma
 Conference Chair

Shweta Anand
Dr. Shweta Anand
 Dean (I/c), SOM



AMITY UNIVERSITY
UTTAR PRADESH



In Association with
THE UNIVERSITY OF
NORTHAMPTON

17TH INTERNATIONAL BUSINESS HORIZON

INBUSH ERA
WORLD SUMMIT
2017

8th-10th
February, 2017

Certificate of Participation in Research Paper Presentation

This is to acknowledge the participation of "Shwēta Pandey" (Academician /Corporate /Research Scholar/ Student) in the Research Paper Presentation held during 17th International Business Horizon INBUSH ERA WORLD SUMMIT 2017. The paper titled "An Approach Towards Green Banking for Performance Management"

was worth appreciating for its efforts in generating, analyzing and presenting research content.

Prof. (Dr.) Gurinder Singh
Group Vice Chancellor
Amity University

Dr. Atul Chauhan
President
Ritmand Balved Education Foundation &
Chancellor, Amity University, UP



UNIVERSITY BUSINESS SCHOOL

Punjab University Chandigarh

Ph.: 0172-2534709, Fax: 0172-2541591, Website: <http://ubs.puchd.ac.in>


International Conference on Digital Revolution in Business: Convergence and Integration

September 27-28, 2017

This is to certify that Dr/ Mr /Ms Shweta Pandey (Research Scholar) of School of Management Studies, Baba Sahel chaired a Technical Session/ participated in panel discussion/rendered valuable services in organizing the conference/presented a paper titled Organisation Digital Infrastructure and Technology Adoption: Cure or a Boon at the two day International Conference organized by University Business School, Panjab University Chandigarh held on September 27-28, 2017.


Convener
Dr. Rupinder Bir Kaur


Convener
Prof. Gummala Suri


Chairman
Prof. Deepak Kapur

E-ISSN No : 2455-295X

Impact Factor : 3.606



Certificate of Publication

Is hereby awarding this certificate to

*Prof./Dr./Mr./Mrs./Miss. **SHWETA PANDEY***

International Educational Scientific Research Journal

In recognition of the publication of the paper entitled

*Title "A STUDY OF QUALITY OF WORK LIFE AND ITS IMPACT ON PERFORMANCE
APPRAISAL"*

Published in International Educational Scientific Research Journal

Volume. 2, Issue. 5, May 2016

Editor in Chief





2ND INTERNATIONAL BUSINESS AND FINANCE CONFERENCE

Organized by:

Centre for Management Studies

Jamia Millia Islamia, New Delhi-25

On Wednesday, 21 February, 2018

Certificate

This is to certify that Prof./Dr./Ms./Mr. SHWETA PANDEY of School for mgmt. Studies, Babasahel Bhimrao Ambedkar university Chaired the Session/Participated/Presented the paper entitled The impact of economic imbalance and sustainable growth on Indian economy in the Conference.

(Signature) **Dr. Amirul Hasan Ansari** Convener

(Signature) **Dr. S. Veeramani** (Conference Coordinator)

(Signature) **Dr. Taufeeque Ahmad Siddiqui** (Conference Coordinator)

(Signature) **Syed Shaamikh Ahsan** (Conference Coordinator)



International Journal of Commerce and Management Research

ISSN: 2455-1627, RJIF 5.22

Publication Certificate

This certificate confirms that "Shweta Pandey, Dr. Khan MS" have published manuscript titled "Changing HR dimensions of employees focusing generation Z in an Era of globalization".

Details of Published Article as follow:

Volume : 2
Issue : 9
Year : 2016
Month : Sep
Page Number : 72-75

Certificate No.: 2-9-14

Date: 22-09-2016

Yours Sincerely,


AkiNik Publications
www.akinik.com
C-11/169, Sector-3, Rohini,
New Delhi, India. (M) 0091-9711224068
E-mail: info@akinik.com

Akhil Gupta
Publisher
International Journal of Commerce and Management Research
www.managejournal.com

International Journal of Commerce and Management Research
Email: manage.article@gmail.com Website: www.managejournal.com

CURRICULUM VITAE OF SHWETA PANDEY (RESEARCHER)

Career Aspirations

Seeking an opportunity to build strong skills gained through studies so far as to grow up with the organization and putting my best potential as an **Assistant Professor in Management** in a progressive environment where knowledge, spirit and personal skills are recognized and rewarded.

Current Status

Pursuing **Doctor of Philosophy (Ph.D)** in **Management** under **UGC guidelines** from **Babasaheb Bhimrao Ambedkar University(A Central University)**, Lucknow, Uttar Pradesh, India

Education / Qualification

- **Master of Business Administration** with dual specialization- Finance & Marketing (2011-2013) from Shri Ramswaroop Memorial College of Engineering and Management affiliated to Gautam Buddha Technical University, Lucknow, Uttar Pradesh (70%)
- **Bachelor of Arts** done in English & Economics (2008-2011) from Avadh Girls' Degree College affiliated to University of Lucknow, Lucknow, Uttar Pradesh (53%)
- Intermediate from C.B.S.E Board, Lucknow in 2008 (55%)
- High school from C.B.S.E Board, Lucknow in 2006 (71%)

**WORK DONE DURING PHD PROGRAMME
PAPERS PUBLISHED IN REFEREED/INTERNATIONAL/NATIONAL
JOURNALS**

1. Pandey Shweta & Khan M.S.(2015).Performance Appraisal As A Change Bringer-Issues And Prospects.Indian Journal Of Applied Research.Vol.5(3).80-84.p-ISSN:2249-555X
2. Pandey Shweta & Khan M.S. (2015).Changing Dimensions in Performance Appraisal With respect To Organizations. Research Front.An International Peer-Reviewed Multidisciplinary Research Journal.Vol.3.(2).33-38.p-ISSN:2320-6446
3. Pandey Shweta & Khan M.S.(2015). The Impact of Performance Appraisal on Effectiveness of Communication.Global Journal of Multidisciplinary Studies: South Asia Management Association.Vol.4(10).79-82.p-ISSN:2348-0459
4. Pandey Shweta & Khan M.S.(2016). A Study of Quality of Work Life and Its Impact on Performance Appraisal.International Education Scientific Research Journal (IESRJ).Vol.2(5).60-62.p-E-ISSN:2455-255X
5. Pandey Shweta & Khan M.S.(2016).Changing HR dimensions of Employees focusing generation Z in an Era of Globalisation.International Journal of Commerce & Management Research.Vol.2(9).72-75.p-ISSN:2455-1627
6. Pandey Shweta & Khan M.S.(2016).A study of Performance appraisal for Generation Y: Issues & Challenges.International Journal of Multidisciplinary Research & Development.Vol.3(9).228-230.p-ISSN:2349-4182

EDITED BOOKS

1. International Conference “Managing Organization of Tomorrow by Capitalization Generation Next” in edited books Vol.1.ISBN:9789385000010 on “Impact of performance appraisal and motivation on employee's output” (16 - 17 Jan, 2015)
2. International Conference “Advances in Management & Decision Sciences” in Proceeding on “The Effectiveness of Workplace Diversity on Performance Appraisal” (16-17 July, 2016)

CONFERENCE/SEMINAR/SYMPOSIUM/PAPERPRESENTED/PAPER PARTICIPATION

1. Pandey Shweta (2014, December). The impact of performance appraisal on gender discrimination at a National Seminar “Gender Discrimination and Inequalities in Contemporary India: Status, Causes Solutions” in BBAU, Lucknow
2. Pandey Shweta (2014, December). The impact of performance appraisal on institution with special focus on education sector at a National Conference “Development Challenges In Developing Nations During Post Globalization Period: Social Science Prospective” in BBAU, Lucknow
3. Pandey Shweta (2015, January).Impact of performance appraisal and motivation on employee's output at a 7th International Conference “Managing Organization of Tomorrow by Capitalization Generation Next” in Bharati Vidyapeeth Deemed University, New Delhi
4. Pandey Shweta (2015, January). The effectiveness of performance appraisal on dynamic communication at a National Seminar “Green Communication & Sustainable Development: Prospects And Challenges” in BBAU, Lucknow

5. Pandey Shweta (2015, November). “Building Sustainable Organizations” at a Annual Conference “ National institute of personnel management –UP Chapter”, Lucknow
6. Pandey Shweta (2016, March). A Study on Performance of Generation Y with Special focus on Banking Sector: Issues and Challenges at a International Conference “Changing Paradigm Of Management Practices For Sustainable Development” in BBAU , Lucknow
7. Pandey Shweta (2016, July). The Effectiveness of Workplace Diversity on Performance Appraisal at a International Conference “Advances in Management & Decision Sciences” in Gautam Buddha University, New Delhi
8. Pandey Shweta (2016, October). Training Development Affects the Performance Appraisal: Skill Development in Education Sector at a National Conference “Higher Education: Challenges and Changing” in Kalicharan Post Graduate College, Lucknow
9. Pandey Shweta (2017, February). An Approach Towards Green Banking for Performance Management at an International Conference “Business horizon INBUSH ERA “ in Amity University Noida, New Delhi
10. Pandey Shweta (2017, February). A Study On Global Human Resource Management in Digital Era: Banking Sector at an International Conference “ E-Commerce & Digitalization: Opportunities & Challenges” in Rama University, Kanpur
11. Pandey Shweta (2017, May). An annual Conference. A study of performance appraisal for generation Y: Issues & Challenges at National Institute Of Personnel Management-UP Chapter

12. Pandey Shweta (2017, September). Organization Digital Infrastructure and Technology Adoption: Curse or a Boon at an International Conference “Digital Revolution in Business: Convergence and Integration” in Punjab University, Chandigarh.
13. Pandey Shweta (2018, February). The New Technology of Micro Financing in Banking Sector: Private or Public at a National Conference “Ecological Degradation and its Impact on socio-economic Development” in Netaji Subhash Chandra Bose Govt. Girls P.G.College, Lucknow
14. Pandey Shweta (2018, February). The impact of Economic imbalance and sustainable growth on Indian Economy at an International Conference “Business and Finance Conference” in Jamia Milia Islamia, New Delhi-25
15. Pandey Shweta (2018, February). The Impact of Corporate Social Responsibility for Public and Private Sector in Banks: Myths and Reality at a National Conference “Achieving Business Synergy through Social Spiritual and Technological Dimensions” in SMS, Lucknow
16. Pandey Shweta (2019, March). Performance Appraisal Satisfaction and Employee Outcomes: Mediating and Moderating Role of Work Modulation at a National Conference “Transforming from developing to a developed economy” in SMS, Lucknow

WORKSHOPS

1. Attended One week Workshop on “Research Methods in Information Technology” in BBAU, Lucknow (22-28 Sep, 2014)
2. Attended International Workshop on “Publishing in world-class journals” in University of Lucknow, Lucknow(8 Oct, 2015)

3. Attended One Week Workshop on “Statistical Analysis in Yogic Sciences” in BBAU, Lucknow(22-28 August, 2016)
4. Attended One Week Workshop on Faculty Development Programme on “Personality Development, Communication Skills and Teaching & Research Aptitude” in University of Lucknow(24-30 Sep,2016)
5. Attended One Week Workshop on SPSS and Research Methodology in BBAU, Lucknow.(13-20, December, 2017)
6. Attended One Week Workshop on Research Methodology in BBAU, Lucknow(8-14 March, 2019)

OTHER ACHIEVEMENTS

- Summer Training from **Mahatma Gandhi National Rural Employment Guarantee, Act** of 6 weeks in finance during M.B.A.
- Master Diploma in **Computer Information and System Management**.
- Awarded 2nd prize in role play at **National Level Techfest**
- **Special Recognition Certificate** in College Competition
- Participated in Management Fest of **ICCMRT**& represented our College
- **Coordinator** in Management fest lakshya2k13 in SRMCEM

SHWETA PANDEY

(Researcher)