

# HRM PRACTICES: WITH REFERENCE TO PERFORMANCE APPRAISAL OF MALE IN PRIVATE BANKING SECTOR

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**Abstract:** Human resource management is an exceptionally comprehensive field of study, comprising all the parameters required for sustaining quality work life in an organization. Thus the role of HRM practices gets enhanced for framing and maintaining policies with respect to appropriate work culture in an organization. The present research work attempts to understand the role of HRM practices of private sector banks in meeting the satisfaction level of male employees with reference to the performance appraisal. A regular and proper performance appraisal will enhance the Quality of work life of the employees. A structured questionnaire was filled by 50 respondents in different private sector banks. The data collected was analysed by simple percentage method. The results revealed that the male staffs has the adequate information about their job and future growth with the bank. They feel that the HRM Practices are good to motivate them for doing their job, and their jobs are properly appraised by their banks.

**Keywords:** HRM, performance appraisal, quality work life

## I. INTRODUCTION

1. The Human resource policy of an organization serves as the pillar for bringing satisfaction among employees towards their jobs. An HR policy of any organization plays an important role in making conducive work environment. Nowadays the workforce consists mixture of both male and female employees in any organization. The employees have to maintain a sensible balance between family and professional life; in the absence of which proper satisfaction cannot be attained, moreover it will affect the proficiency of work also. This will further influence the performance of work, task completion and organizational performance.

2. On the basis of human psychology it can be said that employees are more interested to do work in organizations where they get more mental satisfaction. Satisfaction which can be understood as the agreement of human state of mind while job satisfaction refers to the positive feeling regarding specific tasks to his or her job (Saif et al. 2016). It is subjective in the sense that it cannot be defined by a single measurement alone. It is the amount of joy or gratification associated with a job. If you like your job strongly, you will experience high job-satisfaction. If you dislike your job, you will experience job dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job (Devi. P 2017). Yet job satisfaction is the major setback faced by female workforce because of the unmet emotive issues, due to which they have to quit their jobs. The private sector banks are all the way ahead in providing major facilities to their employees however some problems need to be tapped for enhancing the satisfaction level of workers. And if their job /performance appraised at regular interval of time they will motivate to perform the job.

## II. LITERATURE REVIEW

Subramanian, V. (2005), expressing his views regarding recruitment and selection of employees stated that any organization which gives a fair share of attention to the recruitment and selection of its people is bound to get good returns. Recruitment and selection should be viewed in the wider context of the organizational future. What are the strategic objects and hence what capabilities will the enterprise need in the future? Must be the questions the organization should always address itself to. Therefore, an important strategic issue to consider is how the recruitment and selection activity can contribute to long term business goals.

Singh Anil Kumar, in their study on “ a study of HRM practices and organizational Culture in selected private sector organizations in India”. study shows that HRM practices become the means whereby organizational culture is created and sustained. Designing new culture requires that HRM professionals are ahead of the cultural change curve with innovative and exciting HRM practices.

Bagul D. B. (2014), in their research paper states that in the organization is that majority of the employees were well aware of the system of performance appraisal followed in the organization. They are well acquainted with the subject and have knowledge about the need and purpose to have a good appraisal system in place. They even suggested measures to make the system of appraisal in the organization a better one. Most of the employees in the organization are fairly happy with the appraisal system in the organization. However the system should be modified to do away with personal biases, likes and dislikes of the appraisers.

Malik and sur (2003), in their study on "Human Resource Accounting in India" observed that the progress of any organization is absolutely dependent on the skillful utilization of its human resources. Even in the modern world, an organization may own adequate financial resources and acquire physical resources with latest technology as it needs, it would find difficult to manage its affairs, if the human organization of the concern is not strong enough. However, the strange irony is that in India most of the organizations do not recognize it properly. They do not adopt human resource accounting (HRA) although it could contribute significantly both to internal and external management decisions. HRA also helps the people of the organization in improving their performance and bargaining capacity. It makes each of them conscious about the ratio between his contribution towards the betterment of the concern and the expenditure incurred by the concern on him.

Mishra and Bhardwaj (2002), in their research entitled —HRD climate: An empirical study among private sector managers examined the nature and extent of HRD climate over the hieratical levels in large private sector organizations located in eastern parts of India. A sample of 107 managers at senior, middle, and lower levels is taken. The standardized questionnaire on HRD climate developed by Rao and Abraham (1990) was used consisting of a 5-point scale to measure the three categories i.e. general climate, OCTAPAC culture and HRD mechanisms. For analyzing results mean scores and percentage scores of each item was calculated, and t-test was applied to verify the results. The conclusion was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further 63 the authors recommended that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for imparting training to the employees. T.V. Rao (1999) in his book entitled —HRD audit describe the framework and methodology of HRD audit. This is landmark work which makes corporations to conduct an internal audit of their human resource functions. HRD score card has been developed and tested by Dr. Rao. HRD dimensions are very essential for the contribution toward organizational performance, HRD systems maturity, HRD competencies, HRD culture and values, and HRD linkages to business goals. Many corporations have started investing in HRD.

They have started new human resource development, given top level positions to human resource persons, created reasonable budgets and expect the HR function to give a strategic advantage to their corporations.

Mahadevan.Ananthalaksmi et al (2014), states in her research paper “Impact of human resource management (HRM) practices on employee’s performance”, It was found that there was a significant relationship and impact of training and compensation plans on employee performance whereas employee participation had less impact on employee performance.

### III. STATEMENT OF PROBLEM

The problem identified for the present research is to ascertain the level of job satisfaction through performance appraisal with respect to HRM policy of the Bank.

### IV. RESEARCH METHODOLOGY

**Purpose:** The purpose of this paper is to identify job satisfaction through performance appraisal with respect to HR policy of the Bank, by the employees of private sector banks.

#### ***Data Sources:***

**Primary Data:** Primary data is that data which is collected for the first time. These data are basically observed and collected by the researcher for the first time. It is collected through structured questionnaire by conducting survey.

**Research Design:** A research design is simply a plan for study in collecting and analyzing the data. It helps the researcher to conduct the study in an economical method and relevant to the problem. This research is Descriptive in nature as the banking industry is well-developed in India and lot of research has already been done in this area.

#### ***Sampling:***

- Sampling technique: Convenience Sampling.
- Sample Size and structure: The present study was conducted on a sample size of 50 employees of different age groups and marital status and at different job positions.
- Sampling Area: Bhopal

**Data analysis and interpretation:** The data collected from the research will be analyzed using simple percentage method for its analysis and interpretation.

**Limitations of the study:** The study is confined to the selected area and hence no generalization can be made.

#### ***Objectives of the study:***

1. To know the satisfaction level of employees with reference to performance appraisal in private sector banks.
2. To understand the belief of employees on the HR policy of private sector banks.
3. To understand the strength of relationship between management and employee.

## V. DATA ANALYSIS AND INTERPRETATION

### Personal Characteristics:

**Table I : Marital Status**

S. No	Particular	Frequency	Percentage
1.	Married	32	64%
2.	Unmarried	18	36%
	<b>Total</b>	<b>50</b>	<b>100%</b>

*Interpretation:* In the survey, it was found that majority of the sample is married which is 64% and 36% of the sample is unmarried in different banks.

**Table II : Age Status**

S. No	Particular	Frequency	Percentage
1.	20-30	25	50%
2.	30-40	24	48%
3.	40 and above	01	2%
	<b>Total</b>	<b>50</b>	<b>100%</b>

*Interpretation:* It is clear from the table that 50% of the sample population are in the age group of 20-30 years, 48% are in the age group of 30-40 years, and only 1% are above 40 years of age.

**Table III : Income Status**

S. No	Particular	Frequency	Percentage
1.	1-5 Lakh	27	54%
2.	5-8 Lakh	18	36%
3.	8 Lakh and above	5	10%
	<b>Total</b>	<b>50</b>	<b>100%</b>

*Interpretation:* 54% of the income lies in the bracket of 1-5 Lakh, while 36% of the respondent's income lies in 5-8 Lakh. Only 10% of the respondent's income lies above 8 Lakh.

**Table IV: Job Experience**

S. No	Particular	Frequency	Percentage
1.	1-5 year	30	60%
2.	5-10 year	13	26%
3.	10-15 year	7	14%
	<b>Total</b>	<b>50</b>	<b>100%</b>

*Interpretation:* The table mentioned above states that 60% of the sample belongs to the job experience of 1-5 year, while 26% and 14% belongs to the more than 5-10 year and 10-15 year job experience respectively.

*Table**Performance appraisal Parameters*

S. No.	Particulars	Yes (f)	%	No (f)	%
1.	Adequate and relevant information about the Bank and job is provided to the candidate at the time of recruitment	42	84	8	16
2.	Selection of a candidate in our Bank is strictly based on his/her merit.	41	82	9	18
3.	Our Bank places the right person in the right job.	45	90	5	10
4.	We feel our performance appraisal has been fair and objective.	38	76	12	24
5.	Performance appraisal in our Bank aims at improving employee performance and strengthening our job skills	38	76	12	24
6.	Our Bank appraises the performance of its employees at regular intervals.	39	78	11	22
7.	The existing reward and incentive plans do not motivate us for better performance	32	64	18	36
8.	Rewards in our Bank are strictly linked to employee performance.	36	72	14	28
9.	Rewards and incentives are fairly distributed in our Bank	40	80	10	20
10.	We are satisfied with the benefits we receive.	37	74	13	26
11.	The pay we receive is competitive compared to that of employees doing similar work in other Banks	41	82	9	18
12.	Our Bank follows the policy of matching pay with performance.	41	82	9	18
13.	Pay increments offered by our Bank are satisfactory	32	64	18	36
14.	We are being paid adequately for the work we do.	37	74	13	26
15.	We are assigned challenging jobs to charge our enthusiasm and develop our skills.	44	88	6	12
16.	The training needs of the employees in our Bank are assessed on the basis of their performance appraisal	41	82	9	18

***Interpretation:***

1. During survey it was found that most of sample size (84%) agree that they have adequate and relevant information about the bank and job provided to them at the time of recruitment.
2. 82% of the staff believes that their selection in bank is strictly based on their merit.
3. 90% of the sample says that Bank places the right person in the right job.
4. 76% of the sample agrees that their performance appraisal has been fair and objective. While 24% of the sample do not agree.
5. 76% of the sample agrees that performance appraisal in their bank aims at improving employee performance and strengthening their job skills.
6. 78% of the sample population says their bank appraises the performance of its employees at regular intervals. While 22% of the sample do not agrees with this statement.

7. 64% of the sample population feels that the existing reward and incentive plans do not motivate them for better performance, while 36 % says that the existing reward and incentive plans motivate them.
8. 72% of the sample population feels that the Rewards in Banks are strictly linked to employee performance.
9. 80% of the sample population says that Rewards and incentives are fairly distributed in Banks.
10. Only 74% of the sample population says that they are satisfied with the benefits they receive..
11. 82% of the sample says that the pay they receive is competitive compared to that of employees doing similar work in other Banks.
12. 82% of the sample population says that the bank follows the policy of matching pay with performance.
13. 64% believes that Pay increments offered by the Bank are satisfactory.
14. 74% agrees that they are being paid adequately for the work they do.
15. 88% of the sample finds the assigned jobs are challenging to charge their enthusiasm and develop their skills.
16. 82% agrees that the training needs of the employees in Banks are assessed on the basis of their performance appraisal.

## VI. FINDING

1. From the above collected data it can be find out that the employees are quite happy with the HRM practices followed by the private banks.
2. The parameters revealed that majority of the employees are happy with the benefits received by them.
3. The parameters say that the employees are not happy with the current incentives and they expect it to be hiked.
4. The parameters where positive influence could be observed are distribution of work, training needs and performance appraisals.
5. The parameters revealed that they are highly enthusiastic about the jobs assigned to them and it helps them to improve their banking skills.

## VII CONCLUSION

The above study reveals that the employees are aware about their job profile at the time of their appointment and they are quite satisfied with the increments given to them by the bank. It was found that performance appraisal has moderate influence on the performance of the employee and his participation in decision making. They are satisfied with the job assigned to them; they find them challenging and enthusiastic. The job satisfaction is the inner feeling of an employee which inspires them to perform tasks in an efficient way, and more importantly, it helps in achieving organizational objectives.

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