



EMPLOYEE EXCELLENCE AND PERFORMANCE APPRAISAL IN SCHEDULED COMMERCIAL BANKS IN SIVAGANGAI DISTRICT

¹Dr. S. Sundararajan, ²Dr. N. Ramar

¹Adjunct Faculty, ²Adjunct Faculty,

¹Alagappa Institute of Skill Development, ²Alagappa Institute of Management

¹Alagappa University, ²Alagappa University, Karaikudi, India

Abstract: The Excellence is the normal and regularly expected term utilized in each workplace. Employee Excellence is reliably settled through remarkable accomplishment and commitment to the associations. Employee Excellence is exhibited through the positive and obvious effect of accomplishments. These accomplishments fundamentally surpass the presentation assumptions related with obligations at the banks, represent the vision, mission, objectives and upsides of the banks and effectively improve the standing of the scheduled commercial banks (SCBs). The financial area is the main area in the present day economy. The financial area goes about as one of the significant mainstays of the monetary area. It assumes a significant part in the working of an economy. The performance of the Scheduled Commercial Banks completely relies upon the viability of the bank workers. The worker's greatness has a significant influence in the exhibition of the people and the banks. This exploration study focusses on the immensity of the bank representatives. Execution Appraisal is one of the huge elements of authoritative capacity which is likewise the focal point of this review. Execution examination is an assessment of representative's performance in the banks and clears the path for upgrading the greatness of the bank workers. This analysis tends to the Employee Excellence and execution evaluation in Scheduled Commercial Banks to dissect the greatness of bank representatives according to different points of view. The analysis would empower the SCBs banks to comprehend the greatness level of their staff and to zero in on required regions for ceaseless improvement.

Index Terms - Employee, Excellence, Performance appraisal and banks.

I. INTRODUCTION

Excellence is the result of thinking often about what one does, and of investing one's absolute best energy into what they care about. It is an overt gesture of internal respectability, enthusiasm and a solid sense to have a genuine effect. It is the absolute usage of abilities and capacities to put forth a valiant effort. The demeanor makes an interpretation of itself into greatness. Greatness is the impression of energy and responsibility. Banking area is an unavoidable and critical area in our economy. The performance of the banks is reflected by the greatness of the representatives working in the banks. There are many variables that assume a significant part in further developing the excellence level of the workers. Both the inside and outer variables of people and associations add to the excellence of the workers. The banks should be centered around realizing the excellence level of the workers for reliable execution or working on the presentation of the representatives. Execution evaluation would empower the banks to know the current degree of excellence and would help in expanding the excellence level of bank employees.

II. REVIEW OF LITERATURE

Cummings (2003) in an article titled, “A Field Experimental Study of the Effects of Two Performance Appraisal Systems”, reported the results of a field experiment designed to test the effects of manipulating several elements of an operative level performance appraisal system. Patton (2004) in his paper on “Does performance appraisal work?” states that performance appraisal can be a powerful force for performance improvement at both the individual and the corporate level, but few companies in the US and even fewer in Europe have learned to tap its full potential. Examining the differences between European and US performance appraisal practices, the author finds that some European companies have more than caught up with their American counterparts. Brutus, Fletcher and Baldry (2009) in their article titled, “The influence of independent self-construal on rater self-efficacy in performance appraisal” extend current knowledge on the use of performance evaluations in organizations by investigating the influence of self-construal on rater self-efficacy. Results from a survey completed by 105 experienced managers indicate that independent self-construal is related to various dimensions of rater self-efficacy. Longenecker and Fink (1999) in their article entitled “Creating Effective Performance Appraisals”, indicate that performance appraisals can be a good way for organizations to boost employees' motivation and hone their competitive edge.

III. OBJECTIVES

- To study the employee excellence in banks with special reference to Perambalur District.
- To know the factors necessary for appraising the employee.
- To identify the factors of increasing the excellence of employees.

IV. SCOPE OF THE STUDY

- The management can identify the level of excellence of employees.
- The research gives an understanding of the employee's perception on employee excellence.
- The study helps to effectiveness of performance appraisal.
- The study could be used to identify training and development needs for the individual and organization as a whole.

3.1 Research Design

Quantitative research method is adopted for this study on employee excellence and performance appraisal in banks with special reference to Sivagangai District. Simple Random Sampling Method is used for selection of samples. The Collection of data, mainly primary data was collected from the employees working in the banks through questionnaire and the secondary data was collected through websites, books and journals. The samples were chosen from the bank employees in Sivagangai District.

3.2 Data and Sources of Data

For this study Primary data has been collected. The questionnaire is constructed in five points Likert scale.

3.3 Data Analysis and Interpretation

Table 1 Data Analysis and Interpretation

Measure	Items	Frequency	Percent
Gender	Female	70	64
	Male	40	36
Age	Below 30 years	30	27
	31 – 35	15	14
	36 – 40	27	24
	41 – 45	22	20
	Above 45 years	16	15
Marital Status	Married	70	64
	Unmarried	40	36
Experience	1-4 years	25	23
	5-9 years	35	32
	10- 19 years	20	18
	20 years above	30	27

Source: Primary Data, Computed

Table 2 Dependent Variable

Factors	SA	A	N	DA	SDA
1. Do you agree that is it necessary to be conduct performance appraisal in an organization to achieve employee excellence	25	50	15	10	10
2. Satisfied on performance appraisal method followed in your organization	50	30	20	10	0
3. Performance goals are clearly defined in the appraisal process	35	45	15	5	10
4. Performance appraisal process supports the company's strategy on achieving excellence of employees	20	40	30	15	5
5. Performance appraisal helps to set personal goals to excel	40	20	30	5	15
6. Performance appraisal promotes healthy competition among employees	38	22	25	10	15
7. Performance appraisal helps in personality development and interpersonal skills	25	30	25	20	10
8. Performance appraisal system helps identify areas for development for achieving employee's excellence	29	23	27	15	16
9. Do you agree that performance appraisal system adopted by the firm is able to depict the real performance of employees	60	40	5	0	5
10. Performance appraisal system help to know the excellence of employees	65	15	15	10	5
11. Promotion is purely based on performance appraisal	35	45	15	5	10
12. Performance appraisals make me better understand about my performance	30	22	28	14	16

Factors	SA	A	N	DA	SDA
13. Do you agree that is it necessary to be conduct performance appraisal in an organization to achieve employee excellence	25	50	15	10	10
14. Satisfied on performance appraisal method followed in your organization	50	30	20	10	0
15. Performance goals are clearly defined in the appraisal process	35	45	15	5	10
16. Performance appraisal process supports the company's strategy on achieving excellence of employees	20	40	30	15	5
17. Performance appraisal helps to set personal goals to excel	40	20	30	5	15
18. Performance appraisal promotes healthy competition among employees	38	22	25	10	15
19. Performance appraisal helps in personality development and interpersonal skills	25	30	25	20	10
20. Performance appraisal system helps identify areas for development for achieving employee's excellence	29	23	27	15	16
21. Do you agree that performance appraisal system adopted by the firm is able to depict the real performance of employees	60	40	5	0	5
22. Performance appraisal system help to know the excellence of employees	65	15	15	10	5
23. Promotion is purely based on performance appraisal	35	45	15	5	10

24. Performance appraisals make me better understand about my performance	30	22	28	14	16
---	----	----	----	----	----

Source: Primary Data, Computed

3.4 Statistical Tools and Techniques

This section elaborates the proper statistical tools which are being used to forward the study from data towards inferences. The detail of methodology is given as follows.

3.4.1 Chi-Square Test

AIM: Chi-square analysis between age and Performance appraisal system helps identify areas for development for achieving employee's excellence.

H0: There is no association between age and Performance appraisal system helps identify areas for development for achieving employee's excellence.

H1: There is an association between age and Performance appraisal system helps identify areas for development for achieving employee's excellence

3.4.2 Cross Tabulation

The Following Table Shows the Relationship Between Age and Performance Appraisal System Helps Identify Areas For Development For Achieving Employee's Excellence.

IV. RESULTS AND DISCUSSION

4.1 Results of Cross Tabulation

S NO	Age/Performance appraisal system helps identify areas for development for achieving employee's excellence	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Below 25 years	6	7	9	5	3	30
2	26-30 years	5	3	4	1	2	15
3	31-35 years	7	6	10	3	1	27
4	36-40 years	8	5	3	2	4	22
5	Above 40 years	3	2	1	4	6	16
	TOTAL	29	23	27	15	16	110

O	E	O-E	(O-E) ²	$\sum (O-E)^2 / E$
6	7.90	-1.90	3.610	0.456
7	6.27	0.73	0.532	0.084
9	7.36	1.64	2.689	0.365
5	4.09	0.91	0.828	0.202
3	4.36	-1.36	1.849	0.424
5	3.95	1.05	1.102	0.278
3	3.13	-0.13	0.016	0.005
4	3.68	0.32	0.102	0.027
1	2.04	-1.04	1.082	0.529
2	2.18	-0.18	0.032	0.014
7	7.11	-0.11	0.012	0.001
6	5.64	0.36	0.129	0.022
10	6.62	3.38	11.424	1.725
3	3.00	0	0	0
1	3.92	-2.92	8.520	2.173
8	4.09	3.91	15.28	3.735

5	2.04	2.96	8.712	4.269
3	3.68	-0.68	0.462	0.125
2	3.00	-1	1	0.333
4	3.20	0.08	0.006	0.001
3	4.21	-1.21	1.464	0.347
2	3.34	-1.34	1.795	0.537
1	2.92	-2.92	8.526	2.175
4	2.18	1.82	3.312	1.519
6	2.32	3.68	13.54	5.836
			TOTAL	25.182

Table 4.1: Degree of freedom = (R-1) (C-1)
= (5-1) (5-1)
= 16
Calculated Value = 25.182
Table Value = 26.30
Level of significance = 5%

Table 4.1 Calculated value is higher than the table value. Hence, null hypothesis is rejected. Alternative hypothesis is accepted. So, there is an association between age and promotion is purely based on performance appraisal.

4.2 Findings

- 64 percent of respondents are male, 36 percent of respondents are female.
- 27 percent of the respondents belong to the age group below 30 years, 14 percent of respondents belong to 31-35 years, 24 percent of respondents belong to 36-40 years, 20 percent of the respondents belong to 36-40 years and 15 percent of respondents are above 45 years of age group.
- 64 percent of respondents are married and 36 percent of respondents are unmarried.
- 32 percent of respondents have 5-9 years of work experience and 27 percent of respondents have work experience of above 20 years.
- 45 percent of respondents agree that it is necessary to be conduct performance appraisal in an organization to achieve employee excellence
- Majority of 45 percent strongly agree that they are satisfied on performance appraisal method followed in your organization
- 40 percent of respondents agree about clear view on performance appraisal process goals.
- 36 percent of respondents agree about the performance appraisal process supports the company's strategy on achieving the excellence of employees.
- Majority of 36 percent strongly agree about that performance appraisal helps to set personal goals to excel.
- Majority of 34 percent strongly agree about that performance appraisal promotes healthy competition among the employees.
- 27 percent of respondents agree about performance appraisal helps in personality development and interpersonal skills.
- 26 percent of respondents strongly agree about Performance appraisal helps identify areas for development for achieving employee's excellence
- 55 Percent of respondents strongly agree about performance appraisal system adopted by the firm is able to depict the real performance of employees.
- Majority of 59 percent of respondents strongly agree about the performance appraisal system helps to know the excellence of employees.
- 40 percent of respondents are agreed about Promotion is purely based on performance appraisal.
- 26 percent of respondents agree about performance appraisal make me better understand about my performance.

4.2 Suggestions

- The Banks should motivate the staff to be updated in knowledge in their field and should be aware of the importance of excellence.
- The Management should not only evaluate the employees by performance appraisal but also should recognize the best performing employees so that it would increase the employee excellence in banks.
- Banks should encourage employees to involve themselves in enhancing their excellence.

4.3 Conclusion

The present competitive environment in service sectors insist on employee appraisal should be a continuous process and should not be limited to a formal review. The effectiveness of the appraisals depends on the nature of the organization and on the objectives of the system to achieve excellence. The performance appraisal should not only assess the employee performance, but also provide feedback to employees about their performance level for the purpose of improving the excellence of the employees.

REFERENCES

- [1] CUMMINGS, L. (2006). A field experimental study of the effects of two performance appraisal systems. *Personnel Psychology*, 26, 489 - 502. 10.1111/j.1744-6570.1973.tb01152.x.
- [2] Patton, Arch, (1973), Does performance appraisal work?: Common set of goals needed, *Business Horizons*, 16, issue 1, p. 83-91, <https://EconPapers.repec.org/RePEc:eee:bushor:v:16:y:1973:i:1:p:83-91>.
- [3] Brutus, S., Fletcher, C., Baldry, C. (2009). The influence of independent self-construal on rater self-efficacy in performance appraisal. *International Journal of Human Resource Management*, 20(9), 1999-2011. <https://doi.org/10.1080/09585190903142431>
- [4] Longenecker, C. O., & Fink, L. S. (1999). Creating effective performance appraisals. *Industrial Management*, 41(5), 18.
- [5] A. Arun Prasad, Dr. S. Parithi. (2020). Analysis of Employee Excellence In Nationalised Banks With Special Reference To Perambalur District. *International Journal of Advanced Science and Technology*, 29(3s), 811 - 818. Retrieved from <http://sersc.org/journals/index.php/IJAST/article/view/5906>.
- [6] A. Arun Prasad, Dr. S. Parithi. (2020). A Study on Awareness of Employee Excellence In Nationalised Banks With Special Reference To Perambalur District. *International Journal of Advanced Science and Technology*, 29(3s), 803 - 810. Retrieved from <http://sersc.org/journals/index.php/IJAST/article/view/5905>