

A Study of Status of Staff Performance Appraisal System of Urban Co-operative Banks In Kalyan Taluka- Maharashtra.

* Dr. Adhir Ambavane



ABSTRACT

Performance Appraisal of the staff has been an important practice in the area of HRM, more specifically in HRD. An attempt was made to find out the effectiveness of staff appraisal system in practice with reference to three Urban Co-operative Banks which are promoted, registered and have the operational licenses in Kalyan Taluka of Maharashtra. The study reveals that while the banks appreciate the need for staff appraisal on a regular basis, there is no evidence of a planned effort to implement it.

Introduction:

Performance Appraisal refers to qualitative & quantitative assessment of an employee in the organization. According to Peter Drucker, "An organization is like a tune; it is not constituted by individual sounds but by their synthesis." Thus the success of any organization depends on its ability to measure the performance of its employees & use that data to improve their performance.

Performance appraisal becomes an important functional aspect of HRD. It is considered to be an effective tool as well as system to evaluate the employees. The objective evaluation of the employees is expected to be practiced by which it could be possible to identify the strength and weaknesses of the employees. Employee's appraisal can help in developing training and development programmes, compensation packages, career path advancement and also to develop a good HRD climate.

The employee's appraisal is expected to have well defined policy- rules-procedure. In the light of above the review of literature on HR an attempt was made to find out status of performance appraisal system of Urban Co-operative Banks in Kalyan Taluka- Maharashtra.

Objective of the study

The objective of the study is to find out status of staff performance appraisal system of Urban Co-operative Banks in Kalyan Taluka- Maharashtra. The Hypothesis of the study considered 'The existing performance appraisal system needs to be modified so as to enhance effectiveness of Human Resource Management in Urban Co-operative Banks.'

Research Methodology adopted was descriptive & analytical method of Research. The primary data was collected through structured questionnaire & sample size consisted of 108 (21.34%) staff members from the Urban Co-operative Banks covered in the study. The data was collected by Random method of

sampling. The study consists of the three Urban Co-operative Banks which are promoted, registered and having the operational licenses in Kalyan Taluka- Maharashtra. As it was a pilot study the data were set to analysis on Simple Average Method.

The staff denotes clerical staff & not managerial & supervisory staff. The study is indicative in nature. The method of Analysis was conducted with application of average.

See Table 1

From the given table it is clear that different essentials are required to be observed for effective Performance Appraisal system. The status of existing staff Performance Appraisal system is overall Non favourable to the extent of 83.39 %

The given findings substantiate the hypothesis set for the study & also achieve the object of the study.

Suggestions to enhance the status of staff performance appraisal system of Urban Co-operative Banks in Kalyan Taluka- Maharashtra. Bank should have well defined appraisal policy. Appraisal rules should be properly communicated to the staff. Appraisal system should be conducted fairly .

It should highlight the strength & weakness of the employees. It should be conducted regularly & periodically It should help in identifying training needs & developing training program for employees. There should be the use of Bench marks and goal setting exercise to study employees' capabilities.

New standards and mechanism should be laid down every year to measure performance in comparison to Bank performance. Managers should always discuss performance and targets with their subordinates. Employees should be asked to fill-up self appraisal forms every year.

There should be continuous efforts for improving performance and thereby to create a good image of the Bank. There should be use of a 3600 feedback system in the organization.

Findings of the study is reported in table form

Sr. No.	Particulars	Favourable Absolute No	.Non Favourable	.Non Favourable (%) Absolute No
1	Well defined appraisal policy.	18	90	83.33
2	Appraisal procedure is made known.	14	94	87.03
3	Appraisal is made by the immediate supervisor.	39	69	63.89
4	Appraisal system is conducted fairly & properly	32	76	70.37
5	Appraisal system does high light the strength & weakness of the employees	24	84	77.78
6	Appraisal system helps in identifying training needs & developing training program for employees.	19	89	82.41
7	Employee Appraisal system is conducted regularly & periodically	17	91	84.26
8	Bench marks and goal setting exercise are used to study employees' capabilities	11	97	89.81
9	New standards and mechanism are laid down every year to measure performance in comparison to Bank performance.	09	99	91.67
10	Managers always discuss performance and targets with their subordinates	28	80	74.07
11	Employees are asked to fill-up self appraisal forms to analyze what affect their performance.	12	96	88.89
12	There is continuous process of improving performance and creating a good image of the Bank.	08	100	92.59
13	The performance appraisal system creates a constant desire to learn and develop.	13	95	87.96
14	Employees are satisfied with the practiced system of performance appraisal	29	79	73.15
15	There is a 3600 feed back system in the organization.	nil	108	100
16	The practiced system has brought in positive change in the performance of the Bank	14	94	87.04

Conclusion

Performance Appraisal is the systematic description of strength & weaknesses of the employees concerning to job. Hence the research study in hand focused on developing awareness of employee appraisal in Urban Co-operative Banks. The Study re-

veals that Staffs Appraisal in Urban Co-operative Banks of Kalyan Taluka- Maharashtra do not adopt scientific system of appraisal. It is required for the banks to consider staff appraisal more effectively to gain its advantage.

* Assot. Prof. , V. G. Vaze College of Arts, Science & Commerce, Mulund, Mumbai.

REFERENCE

1. Filippo E.B., 'Personnel management, VI Edition, McGraw Hill Company, New York.
2. Dr. Gupta C.B., "Human Resource Management" Sultan Chand and Sons.
3. K. Ashwathappa, HRM - Text and cases, fifth Edition, The McGraw-Hill Companies.
4. Michael Armstrong, 'A Handbook of Human Resource Management Practice' Kogan