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Measuring the Impact of Performance Appraisal on Employees Efficiency in UBL Banks of District Larkana A Case Study of UBL Banks Larkana

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ABSTRACT

Performance Appraisal has a wide scope and subject to research in developed as well as developing economies. This study has proven to be highly valuable for the management of UBL banks to use the performance appraisal system as an effective tool to enhance the efficiency and effectiveness of the employees' performance and reduce the turnover problem. This study is also helping to the researchers, students and management of other banks. In this study, the descriptive and exploratory methods have been used to know the existing appraisal system of UBL bank. Because the nature of the research is qualitative and quantitative therefore statistical tools have been applied to find out the association between the variables under study. For analysis of data and interpretation of the results the Statistical Software SPSS - 21 has been used.

There are 22 UBL branches in District Larkana having 110 employees of various categories working over, and 100 employees were selected for this study. Because the target population is small enough, therefore it is taken as one sample population. The Satisfaction level of the employees was positive as well as a result shown highly

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significant relationship with variables such as Justice positively significant at the P value .920, Reward P value .922, Feedback P value .919, Unfairness P value .921, Efficiency P value .929, Turnover P value .920. The above results are showing that the most of employees UBL banks have serious concern regarding the structure of performance appraisal system. So it is very important for the higher authorities of UBL bank, they must follow the 360 degree which is the most suitable for using as a performance management tool.

Key words: Performance Appraisal, Employees Performance, Performance Management System, Justice, Reward, Feedback, Unfairness, Efficiency And Turnover.

Introduction

Performance Appraisal

The history of performance appraisal is olden and short. It has been discovered in 20th century by Taylor's & Francis 2007, pioneering with deeply study about time and motion. It started in period of 1940s and also appraisal system was used near Second World War to modifying an employee's wages as said experts below Luthans, F. 1998. In any organization or Department Performance appraisal is the elementary tool for establishing the workers to attain targeted objectives and also it help to recognize the performance of workforces with rating and prospects purpose for salaries increases, promotions, bonuses, and trainings.

Grubb in 2007 pointed out, It is technique for assess that how can workers accomplishment to participate for betterment to efficiency in banking. De Nisi, A, in 2006 says that the performance appraisal as related the employee's current and previous routine to his/her job performance standards. The performance appraisal objective is to provide opinion to the workers in the shape of performance with need of training. It assistances the administration to justify their workers demand, It also provide the link between workforces and managers.

Employee's Performance

The nature of an organization is depends upon the workers presentation in job titles like: invention, packing, investigation, advertising, buying, supply, upgrade of trade, investment and bookkeeping, social means, industrial carriage and community relationships. All of above mentioned organizational titles related to getting targets easily. According to Caputo & Roch, in 2009 concluded that appraisal is basic tool to measure the workers presentation, it also provides various ways to measurement of workers contribution to obtain goals as well as the information of worker may be taken about benefit and faults.

All facilities are providing to workers in the shape of reward, promotion, increment, in reply with performance plans as Mondy & Noe, in 2008 concluded. Trough appraisal when complete the recruitment process managers work start in the shape of analyzing the worker presentation for getting positive consequences as Todd Grubb, in 2007 discussed. As Wright, B.E, (2004) pointed out through appraisal system it helps the worker to create abilities and decide for their job opportunities.

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Performance Management System

It is the technique which include the workers participation in an organization as well as to obtain targeted objectives, it also identify the gap if any worker perform.

Points of PMS are given below:

The employees work is the work of company / organization.

He must cooperate with predictable results weather on quantity or quality basis.

He must obtain data about performance indicators.

The employees' salaries, Reputations on the basis of performance among all

To identify the Opportunities of employee

To keep in mind the workers presentations if there is gap or not meeting expectation.

According to Gungor, 2011 pointed out, that they prepared a framework for efficient administration which involves the all procedure of management covering planning, recruitment, career counseling, as well as report.

All facilities are provided to workers in the shape of reward, promotion, increment, in reply with performance plans as Mondy W.A, in 2008 concluded. Gary Desler in 2004 has emphasized that the actual administration about public resource is positively affecting the performance of employees in the organizations and it is a technique for assessing that how cans workers accomplishment to participate for betterment to efficiency in banking.

History of United Bank Limited (UBL)

United Bank Limited was selected in the light of best position as well as biggest in our country and abroad. It provides lots of facilities to consumers, there are 1121 branches in Pakistan and 279 are overseas location. It starts with a great idea unparalleled, growth, matchless period, in our country have perceived changes constantly in November 7th 1959, the first branch of UBL opened at II Chandigarh for best service and to upgrade the culture of our country and superiority to finance sector. In June 1960, there were 5 UBL banks started for consumer's transaction in different cities. By 1963, opened first branch in London.UBL is Islamic bank having a lot of workforce and consumers to increase their massive motivation, in 1990, suggestions were made for privatization of UBL by modification in this state, after all it had privatized in 2002.

The bank have idea for developing quality trough converted assurance for the consumers , also there are 54 years spend in celebrating the banking service which is largest one. Bank received numerous awards the year of 2012, which are evidence to its performance, the asset of its franchise and the innovative resolutions presented to its consumers: For that act to analyze the issues through an existing performance appraisal system of UBL, it also helps the manager to identify the un- skilled or capable worker.

Research Objective

To measure the relationship between Justice and Efficiency in UBL bank of Larkana District

To measure the relationship between Reward and Efficiency in UBL bank of Larkana District

To measure the relationship between Feedback and Efficiency in UBL bank of

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Larkana District
To measure the relationship between unfairness and turnover in UBL bank of Larkana District

Hypothesis

H. 1: Justice has a positive relationship with efficiency of employees.
H. 2: Reward has a positive relationship with efficiency of employees**.**
H.3: Feedback has a positive relationship with efficiency of employees.
H.4: Unfairness has a positive relationship with Turnover of employees.
H.5: Performance appraisal has relationship with employee's efficiency
H.6: Performance appraisal system has relationship with employees Turn over.

Literature Review

Pulakos 2009 Accomplished that performance appraisal is an essential methodology, however as I would see it is controlled for managing person. Performance appraisal is a vital instrument in management for worker. In the organization to get the objectives and to meet the challenges by using proper role of the performance appraisal, which is done by the worker is explain Armstrong M, Blending in 2006. Human Resources policies and employee performance have close relatively with the banking industry in Pakistan and it also in private organization effectively implements than in the public sector. Developmental functions, it involves to identifying the workers need about training, provide feedback on performance, transfers and key missions, and to identify the workers weakness and resources. Also to know the issues involved in Performance Appraisal to improve the employee's performance particularly to employee where he live.

Tyson and York (2000) explain that the employees can more successfully provide to the whole organization whenever they know how their single roles function within the targeted work of a team. When work is improper, worker and management must need to discussion for identifying how to work and how to progress the work. According to Armstrong and Baron in (2004), explained that a performance management system is certifying that the managers are aware of the impact of their own performance on the individuals so it is necessary to encourage recognizing and showing positive behaviors. After the privatization of the banking sector in Pakistan has made important growth as Rizwan in (2015) pointed out. Human Resources policies and the sources of advantages proved in the light of relationship of employees through scholars. Performance Management is the improvement of organizational performance through your most important worker as well as the objectives of the organization. As Junejo, Umrani and Raza point out in 2010.

Independent Variables

Justice

Justice System is concerned the techniques structurally justice perceptions on which leading to consequences as Zulfiqar Ahmed Bowra, Asma Nasir, 2014, pointed out. The utilization of all four justice measurements in their agenda by bearing in mind about social affiliation whether relationship with the institute or the manager According to Mohammed Faseehullah khan in 2013 argued that the organization can

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development the interest so that struggle between workers for discover new aptitude in upcoming programmer so appraise the performance by being paid justice and fairness between workers or workforce. This framework is linked to clarifying workers observation about justice into AS. Organizational justice theory has applied by Greenberg for the purpose of performance assessment.

Feedback

According to Muhammad Faseeh ullah khan, in March –April 2013, pointed out that the workers feedback is depends on the Performance appraisal. Employees can measures his responsibilities how is going to work, it is necessary that feedback of workers performance as well as when he acquires feedback his performance which is related to objectives of the organization.

Wright in 2004 pointed out that Performance feedback, and procedural constraints impact on the efficiency of the worker. This is also directly and indirectly impact on self-efficiency on job objectives. Atkins & Wood, in 2002 concluded that an effectiveness of opened to feedback system, trustworthy, legal and consistent is anticipated to appraisal system. Feedback is helpful to that worker whose performance meet the expectations. Whenever feedback monitors the employees to use the wisdom means and also it includes approval, feedback in result of more self-confident and capable employee.

Rewards

According to Luthan, F 1998 argued that Performance appraisal is to be constructed on the certainty that dispensing rewards and approvals on the performance basis and also distributive justice can develop the worker enthusiasm and improve structural performance. Various ideas /tactics are to award variable increments of worker, rating of worker, Reward in shape of bonus as well as increment. Randell in 1994, argued that if there is good observation about performance and reward system then the probabilities may be constant, if there is low presentation he will be disheartened by disciplined and there is no chance of repeat again so to ensure a successful reward system. It can increase interest and performance. It creates motivation when they offer to people for completing the objectives in the outcomes of performance. Reward system is supporting new team of the organization as well as Behavior and attitude. It involves the organizational cooperation and performance of employees. It hurts to workers efficiency when the result is unfair or against then problems will increase.

Dependent Variables

Efficiency

Appraisal and efficiency of workers performance in banks is depends on evaluation, also cooperative banks covered both of the banks for foreign state had offered a large sample as well as utilizing basic information existing into the period up to 2010. The main activities of workers embrace appraising the employee's undertakings, assistances and discussing evaluation with workers. Further said Taylor & Francis, July 31, 2007 pointed out that in the result of an workers skill and sound knowledge himself as well as organizational objectives, that are to be achieved is completely depends upon the efficiency of performance

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appraisal system.

Turnover

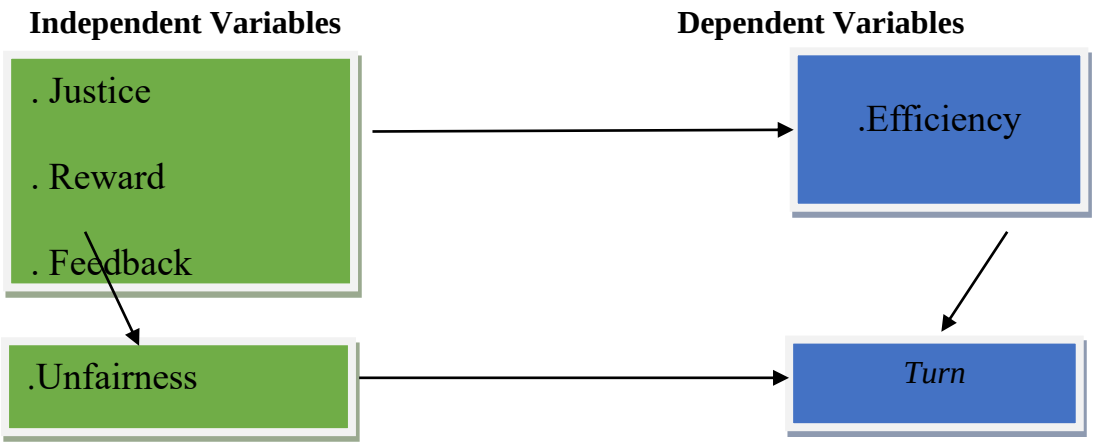
According to Olusegun, in 2013 pointed out that turnover and job satisfaction goals are significant potential in Human Resource Applies. In Organizational phenomenon turnover of Worker has been most widely considered as well as produced capacious literature as following experts pointed out above status Bluedorn in 1982, explained that as per the construction of Mobley's model which tested in 1977, that turnover study who is not working has great impact on turnover, it similarly related to family burden. According to Boudreau & Berger, 1986, have concluded research in the period of 1970s, result of worker turnover has measured the price and presentation of employees that institute who permission the in the shape to replacement or in organization or even both.

Research Methodology

In this study, the Research Methodology has been adopt in UBL Banks of District Larkana, the main center of attention of my thesis was descriptive analysis which has been used to know the existing appraisal system of UBL banks of District Larkana, Because the nature of the variables is qualitative therefore the quantitative research tools have been applied to find out the relationship between the variables under study. For analysis of data and interpretation of the results the Statistical Software SPSS v.21 is used. The Researcher has been measured samplings through questionnaire where data explore and result embrace in different techniques of Correlation, Model summery, ANOVAs, Co efficient through IBM SPSS V.21 these results was helpful for performance Appraisal of employees in UBL Banks District Larkana.

Model of the Research

In this Model the descriptive analysis has been used to identify the existing appraisal system of UBL bank because the nature of the variable weather independent variables with dependent variables the quantitative research tools have been applied to find out the association between the both variables for further study. The Satisfaction level of the employees was positive as well as results shows highly significance relationship with variables and Performance Appraisal.



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Target Population

The Scholar has selected population and samples has been taken from UBL Branches of District Larkana , There are 22 UBL branches in District Larkana having 110 employees of various categories working over, and 100 employees were selected for this study. Because the target population is small enough, therefore it is taken as one sample population.

Data Collection

The Scholar has composed primary information from self-administered questionnaire and secondary data collected from the UBL branch publications and the internet. Measuring the effect of performance appraisal to worker's efficiency it is necessary to apply standard questionnaire. The questionnaire formatted is 5-rating Likert scale.

Structure of questionnaire

In this structure of questionnaire contain 22 questions related to research topic of performance appraisal of employees in UBL Banks of District larkana . in this regard questions related to P A evolution system Justice , Reward, Feedback, Turnover , Efficiency, and relationship between P A and E P.

All those questions replied as per bank employees performance and concern to research topic , they respond completely as per policy of bank which is secrete document of employees and kept well by scholar reason is that employees were hesitate to receive questionnaire but the scholar motivated them to return questionnaire back then they made it.

Data Analysis

The Descriptive data have been measured by MS Excel 2010 and also the Chi-Square test used for the associations among variables and also Regression techniques, Model summary and ANOVA Model from SPSS v21 to measure the relationship between an existing appraisal system with employees' Efficiency. The face validity of the questionnaire has been defined through views of respondents. The reliability of the questionnaire has been analyzed by calculating Cronbach's alpha (0.928). This calculating amount of reliability is accepted.

Result of Research work

The Regression technique, Correlation, Coefficients, Model summary and ANOVA Model have

Being used to measure the relationship between existing appraisal systems with employees' efficiency The respondents of UBL Banks of District Larkana 100 Research Questionnaire were distributed between employees and finally got quick response 100% return back to the Researcher.

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Chi-Square Test

Test Statistics

	PA Evaluation system is based on justice	Reward on the basis of PA Evaluation system	PA has an Impact on employees feedback	Unfair PA system has relationship with Employees Turnover.	PA has an Impact on efficiency of employees
Chi-Square	63.900a	27.600a	65.700a	90.800a	58.600a
Difference	4	4	4	4	4
Assumption Sig.	.000	.000	.000	.000	.000

0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.983[a]	.966	.965	.196	.966	678.808	4	95	.000

Predictors: (Constant), performance appraisal evaluation system is based on justice, Reward on the basis of performance appraisal

Evaluation system, performance appraisal is evaluation of employee's performance; performance appraisal has an Impact on employee's feedback.

The table shown above is regarding the coefficient of correlation (R) and coefficient of determination (Adjusted R square) between the dependent variable and independent variable, as the absolute value of R lies between 0 to1. The value closed in 1 means correlation between dependent and independent variable is strong and vice versa, while the value of the adjusted R square called the coefficient of determination which shows the explanatory power or predicting power of the model here the value of the adjusted R square is (.966) which means 96% impact of independent variable because of the dependent variable.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	104.001	4	26.000	678.808	.000[b]
Residual	3.639	95	.038		

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Total	107.640	99			

Dependent Variable: performance appraisal has an Impact on efficiency of employees

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.067	.046		-1.454	.149
performance appraisal is evaluation of employees performance	.274	.058	.277	4.720	.000
performance appraisal has an Impact on employees feedback	.450	.074	.419	6.067	.000
Reward on the basis of performance appraisal evaluation system	.088	.029	.116	2.994	.004
performance appraisal evaluation system is based on justice	.217	.066	.202	3.287	.001

Hypothesis Summary (Acceptation/Rejection)

H. 1: Justice has a positive relationship with efficiency of employees. **Accepted**
According to the above H1, in the reply of the question pertaining to the Justice base of PA, more than 50% of the respondents were agree that there is justice. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Justice.000).

H. 2: Reward has a positive relationship with efficiency of employees**. Accepted**
According to the above H2, in the reply of the question pertaining to the Reward of PA, 60% of the respondents were agree that there is Reward. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Reward.000)

H.3: Feedback has a positive relationship with efficiency of employees. **Accepted**
According to the above H3, in the reply of the question pertaining to the Feedback of PA, 78% of the respondents were agree that there is Feedback. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Feedback.000).

H.4: Unfairness has a positive relationship with Turnover of employees. **Accepted**
According to the above H4, in the reply of the question pertaining to the Unfairness of PA, 86%
of the respondents were agree that there is Unfairness. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Unfairness.000).

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H.5: Performance appraisal has relationship with employee's efficiency of. Accepted

According to the above H5, in the reply of the question pertaining to the efficiency of PA, 76% of the respondents were agreeing that there is efficiency. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Efficiency.000).

H.6: Performance appraisal system has relationship with employees Turn over. Accepted

According to the above H6, in the reply of the question pertaining to the Turnover of PA, 83% of the respondents were agreeing that there is Turnover. Satisfaction level of the employees were positive as well as result shows highly significance relationship with variable (Turnover.000).

Conclusion

The main intention of this research work was to find out the impact of performance appraisals including Justice, Reward, Feedback and Unfairness on employee's efficiency levels. In this study the relationship of Independent variables with Dependent variables has been analyzed. Results are shown that Reward and justice have a positive impact on employee's efficiency. Feedback has a positive impact with an efficiency of employees and Unfairness has a positive impact with Turnover of employees.

The Independent variables appraisal is good and has a positive impact on efficiency and control on the turnover problem .Four hypotheses have considered in this study and four hypotheses have accepted. The face validity of the questionnaire has been defined through views of respondents. The reliability of the questionnaire has been analyzed by calculating Cronbach's alpha (0.928) which is high significance. The adjusted R square is (0.966) .This calculating amount of reliability is accepted. The efficiency of any employee after and before the assessment of his/her job performance The Results of the study suggest that with clear and transparent performance appraisal system, employees can be motivated to perform well. And if they are rewarded against their best performance the employees that will stay with the bank and their level of turnover will decrease automatically.

Recommendations

On the basis of the research conducted following recommendations are given to the UBL bank management.

Initially it is recommended that banks management must provide justice to their employee to enhance efficiency, secondly it is also recommended that top management must increase rewards system in order to improve employees efficiency.

There should be a need of single board in UBL to analyze the performance appraisal outcomes. This may support to fulfill the workforces by making sure the outcomes which may not be discriminating to anyone due to unfairness and may be perfect. This act will motivate the employees and gains their efficiency on the bank.

The basic purpose of this research was to measure the relationship between

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performance appraisals with the efficiency of the employees and to identify the impact of it including justice, reward, feedback and unfairness on employee's efficiency levels and turnover ratio of UBL bank.

This study will help to find issues in the performance appraisal system, the employees of UBL bank of district Larkana in the shape of justice, reward, feedback, unfairness and the turnover.

This study is also helping to the researchers, students and management of UBL to explore the new dimensions of the banking system for the benefits of both management and employees.

This evaluation has, undoubtedly, contributed in the creation of useful knowledge for the betterment of not only in this particular bank but also for all banking companies of Pakistan.

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