Performance Management System "Habib Bank Limited"
A Case Study of Bahawalpur

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Abstract
The purpose of this study is to identify the drawbacks of the system in the organization and to know the majors problems which are affecting the system. Research is based on exploratory study on the Habib bank of Pakistan quantitative data is collected and analyzed qualitatively. Employees were unaware from the working of the system and its clarity is questioned on the basis of the politics within the organization so it's better to conduct seminars and to be fair in decisions. There should be fair system and proper feedback given to the employees.
Keywords: Performance Management, HBL, Performance appraisal, Performance management system.

1.   Introduction:

According to Fowler (1990) performance management is like the institute or business where everybody works to achieve best output, performance management is not a simple approach it is the activity which defines the whole day task with effectiveness and efficiency of mangers. A similar definition stated by the Institute of Personnel Management (1992) that the technique which link all the activity of firm in relation with the human management system. The context of the system depends on the working of organization. Storey and Sisson (1993) says that it is a combination of inter linked components whose major focus is to complete major objectives of the firm with the help of employee performance .Any organization who wants to be effective in the market concentrate on the performance of their employees in the different situations and it is the most important task of the employers for the development of the organization as the process of performance management starts it aligns with the employee performance with the department and with the goals of the organization permotes it and motivates the assessments and the process is conducted on fair basses (BarkelyHR.com)

Habib bank of Pakistan is the largest and oldest banking industry of Pakistan .Having a huge number of domestic and international branches all over the world. In Pakistan it has 1465 branches and 55 international branches. As concerned with our research Habib bank is working with the large number of employees with the proper performance management system on yearly basics there are some positive and some negative points as well in the system operating right now which are further discussed. This research will prove the importance of fair performance management system in the organization for the betterment of the organization as well as for the effective performance of the organization it will elaborate the pros and cons of the existing system of the organization as well as recommend improvements. There were a lot of problem as concerned for the collection of data as the employees were unaware of the importance of the system and having no faith on the fair appraisal system .there was lack of information and communication about the concerned topics.

2.   Literature Review:

The word performance management was first used in 1970 but didn't have its worth after a long time it became a recognized process (Armstrong & Baron, 1998). According to Armstrong (1995), Performance management is a way of getting maximum results from people by analyzing their performance and making beneficial changes to attain the requirements. On other side Cardy and Dobbins (1994), said that performance management as a recognized and methodical process due to which good and bad points about the employees are founded, calculated and developed. Performance management and performance management system are two different approaches. Performance management is a solid process for conducting and maintaining employee performance it includes performance cycle, appraisals, planning and monitoring (Simeka Management Consulting, 2004).

Simply a performance management system is a process containing steps for performance management declaring the ways to attain the better results by implementing them on standard bases. It is also a process which starts by analyzing organizational goals into employee goals so they know what to do n how to do .this can b done yearly or after specific duration (Amos *et al*. 2008). This encourages the truth that instead of capital, individuals support organizations and became their strength (Reynolds & Ablett, 1998). The aim of the performance management system is to change the mind of individual and put their energy in the right way and eliminating the hurdles towards progress by motivating them (Kandula, 2006).It is about inspecting and increasing performance of employees for the beneficial of institute performance. When both the organization and the employees are inter related situation became critical and then performance management system helps (Bach & Sisson 2000).The oldest types of performance management emphasis on tools but new methods are putting stress on multiple ways to get high performance management system. Well performance management was stated early as tools for critical path analysis or ratings of different forms (Walters 1995). There are many approaches which leads us towards effective performance management system one of them is performance appraisal. It is analyzed from a lot of the studies till 90s and after that researcher came to the point that performance of the peoples cannot be estimated same all the time it is changing and improving every time (Flynn 1993), and the stable and better outcome from the performance of the employees can also be archived by maintaining their performance (Handy 1976).Another author Fryer et al. (2009) said that motivation , reporting and betterment in the performance as well as in the behaviors of the employees are due to the steps taken in the performance management system. Hawke (2012) also state that these are the linked steps to enhance the working of the organization. Adhikari (2010) says that it is a important investment in the field of human resource management to support the continuous learning and effective growth. Performance management system is becoming important in the organizations because of its efficient results and continuous improvement but it will be difficult to work properly when the senior executives of the organization are also not working well (De-Waal and Coevert, 2007). The effectiveness of the system relies on the all levels of the organization from top to the bottom. The performance management system is core component of the management due to changes in the system over the years because of globalization and dynamic nature of the business (Neely, 1999).It is an tactical approach which explains the performance and improves it thoroughly .It consist of various methods which help employees to understand the organizational goals and make them able to match them with their own goals (Marr, 2006). Performance management system is a phenomenon of setting ways to evaluate performance to lead it towards improvement in term of the organization (Mondy et al., 2002). One of the important components of the performance management system is performance appraisal system which is commonly used in the organizations for employee's appraisals. According to Parrill (1999) performance appraisal relates to the calculation of the employees performances on the job and the duties performed by him. Similarly it can be defines as the ways to differentiate the performance of the employees and analyze their good and bad points on the job so they can b managed efficiently (Jacobs et al, 1980).There are different methods to perform different tasks necessary for the organization like recruitment methods, development, training, feedback and appraisls .

Tziner and Kopelman (2002) state that employee's abilities can be identified with the help of feedback, proper communication with managers and timely assessments. Performance of the employees varies in a organization and the upper level management is able to analyze it (Reinke, 2003) but timely checks and appraisals can improve their performance (Tziner et al., 1992). As this system is efficient in working but it also have some negative points with it there are some problems in process and roles of the employees and some time the supervisor evaluating the performance can also make mistakes (Kondrasuk et al, 2002). When we say about the process it is further categorizes in three concepts the in the form of fairness and the term used here is distributed fairness/justice which decides the promotions or terminations (Rarick and Baxter, 1986). It is important for the employees to equally get the rewards which they qualify on the basic of their performance. For distributive fairness is much essential to for them and to find who is eligible performance appraisal leads to fair treatment(Swiercz et al, 1999).Roberts (2003) said that employees caliber also plays important role in accepting the evaluating of the appraisals. But Davis and Landa (1999) argues that sometimes appraisal and lack of fairness make the employees stress full which de-motivates them n decrease performance. Feedback is better tool of improving the performance it may be face to face or confidential but the way it is taken can enhance the performance appraisal system by focusing on the points mentioned in the feedback. (Harris, 1988).

3. Methodology:
3.1 Research design:
The study based on the exploratory study which is conducted in HBL bank for the evaluation of performance management system. As there are only few researches are conducted on the performance management system in the banks that's why it is exploratory. As explained by Collis and Hussey (2003) it discover and evaluate problems and suggests new creative solution of the problems.
It is a quantitative research as well as qualitative based on the employees ratings and there analysis. The research

is based on collecting and driving results from numerical data provided by the employees and explain them as per knowledge and standards. The chosen number of employees is the representative of all the employees in the branches of the organization .Age, gender and all community groups of employees are included.

The tool for the collection of the data was taken from another research conducted on the banks of Dera Ghazi Khan Pakistan with the name of "Impact of performance appraisal on employee's performance involving the Moderating Role of Motivation" (Iqbal et al, 2013) Validity and reliability of the tool is already tested by the early researches taken on the considering topic.

3.2.   Research strategy:

The population targeted for the survey was all the employees of all the branches of the bank in Bahawalpur district that is 52 branches but the size is too large to conduct survey so I chose the sample of small number of employees as 7 of a single branch Random sampling is used on the convenience baseThe research tools were questioners and one to one interview the data collected is elaborated in both terms quality and quantity to eliminate any biasness.

3.3.   Data collection:

Data collection is the important part of every research program with the help of which research get the results on the desired topics questioner was adopted from another research conducted on the performance management system in Multan. It consists of general questions about age gender qualification and post. Other questions regarding performance management system are evaluated on the basics of likert scale.

3.4.   Data Analysis:

All the questions are answered by bank employees some which are left blank are given 0 marks all the other questions are then analyzed by percentage analysis they are:

Q1: Performance Appraisal Evaluation?
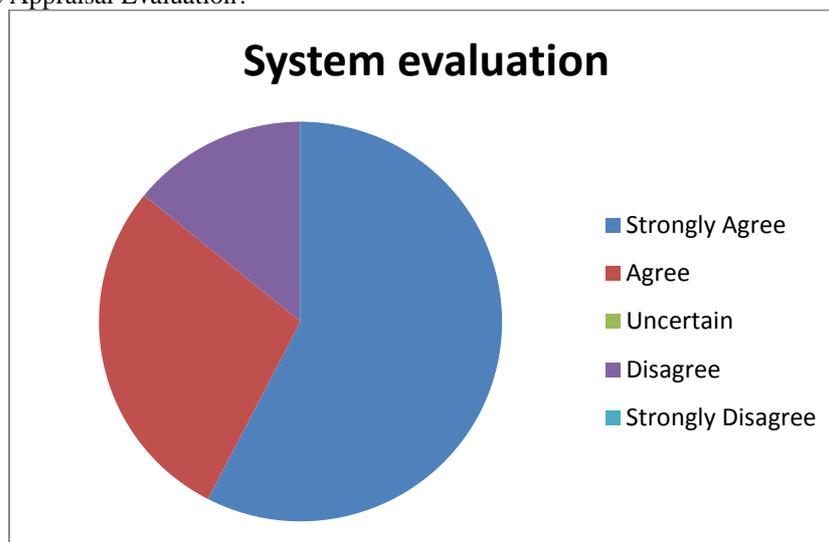
In response to this question 57% of the employees are strongly agree they say that yes performance appraisal can evaluate the employees properly because in it performance of employee is evaluated by the supervisors as well as by their colleagues .But 28% of the employees are just agreed and said that it helps to evaluate their performance up to some extend and only 14% of the employees said that they are not agree upon this statement because we didn't get any appraisal about evaluation.

Q2: Performance is Effectively Monitored?

Effectiveness

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree
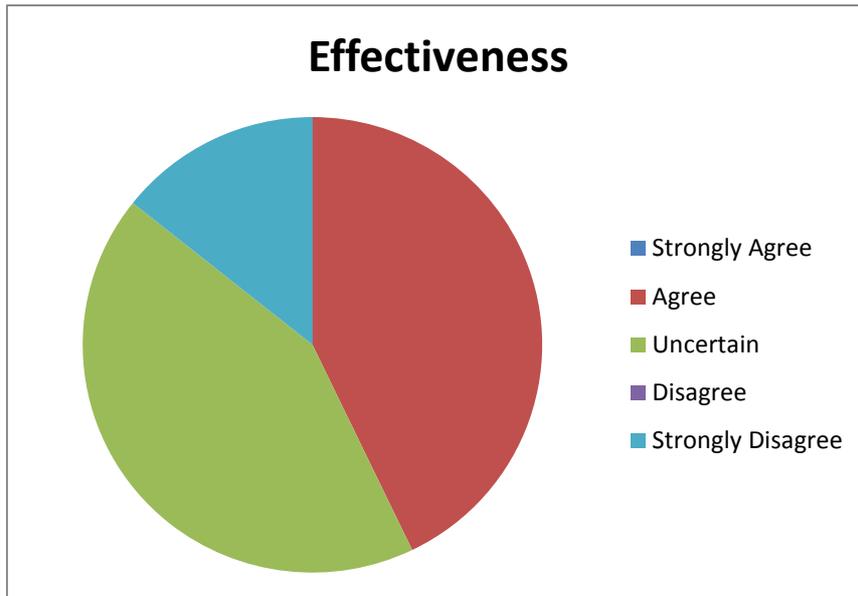
The response against this statement was that 42.85% employees said that yes it is effectively monitored we get response from supervisors and it affects are future and present performance. 42.85% of employees said that some time our performance is not effectively monitored due to the work load and deadlines of the projects .On the other hand 14.30% of employees said that performance is not effectively monitored at all because supervisors and managers are more concerned about completing the task given by the authorities.

Q3: Employees Evaluation?

Evaluation

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree
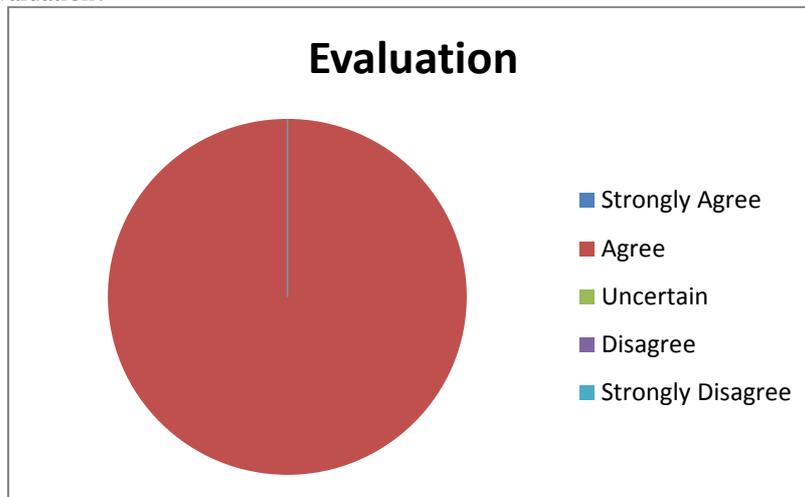
Marking in response to this question was 100% because whether it is effectively conducted or not but the point is it is the part of the organization and all the employees in the organization are evaluated in all aspects.
Q4: Satisfaction of Employees on Performance Appraisal System?

Satisfaction
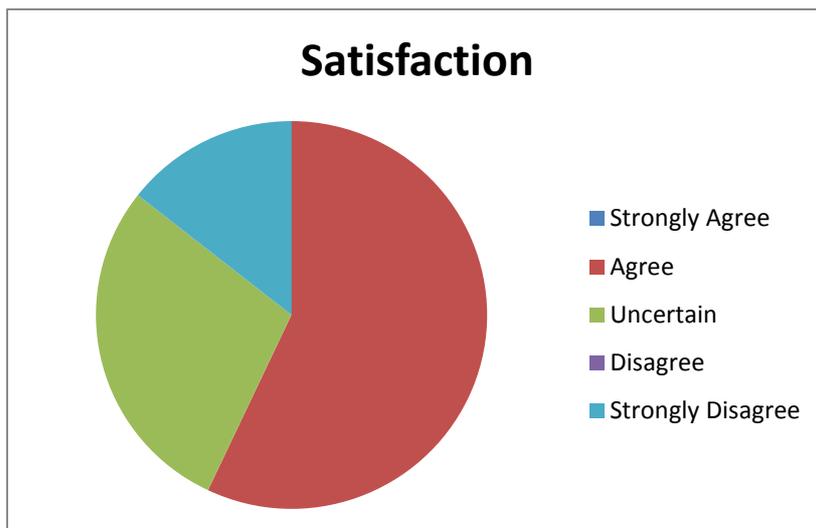
Response against this question was that 57% of the employees said that the current system is going well with them and the evaluation criteria is reasonable 28.57% of the employees were not satisfied completely with that statement according to them it should be on standardized criteria, 14.4% of them employees was completely disagree with this question as they were not satisfied with the system.

Q5: Performance Evaluation in your Opinion should be conducted in a Year?

Annually
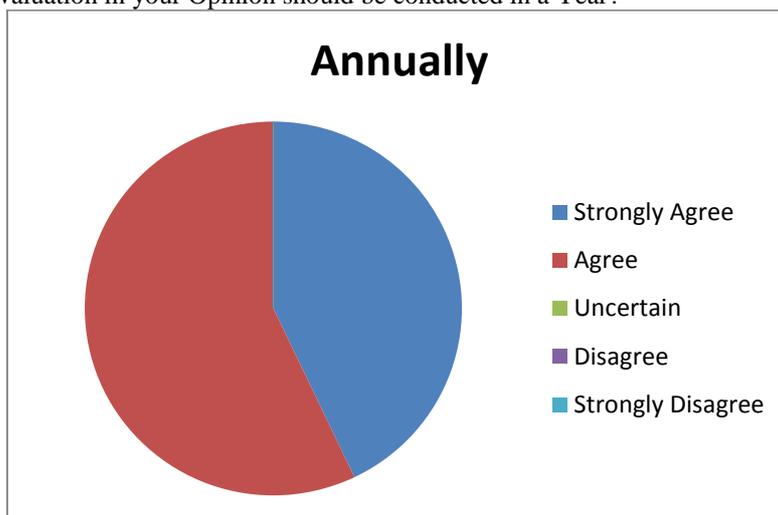
The result of this question is same from all the respondents that is 43% employees were strongly agree that it should be conducted once a year to avoid extra load over management but 57% of the employees marked just agree they gave the reason that it should be after each task and assignment so a employee can evaluate its negative points and learn skills with in the year to overcome them to avail opportunities after a year.

Q6: Do You agree with the Evaluation Results you Get?
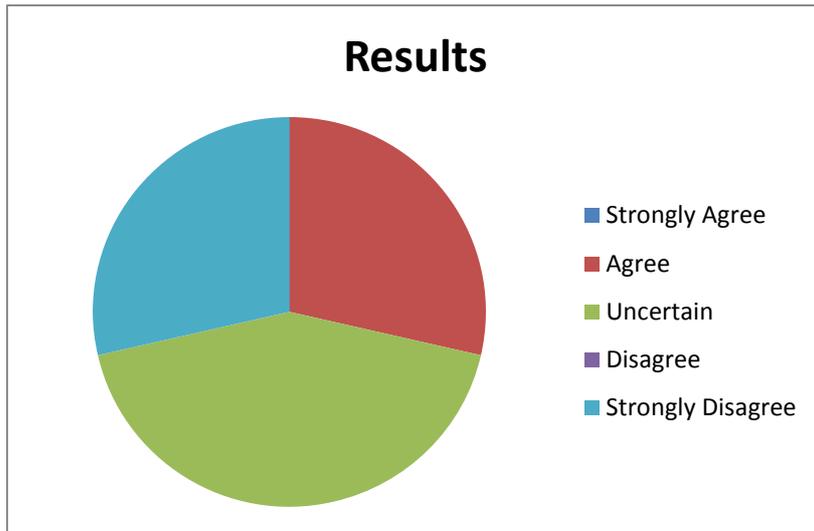
Only 28.57% of the employees are satisfied with the evaluation result the get from the organization because they are satisfied on their positions, but 42.85% of the employees says that some time they are according to expectations but some time they are biased and 28.57% of the employees totally disagree with this statement the evaluation process is not on merit basis according to them.

Q7: Expectations on the Results of Performance Evaluation?
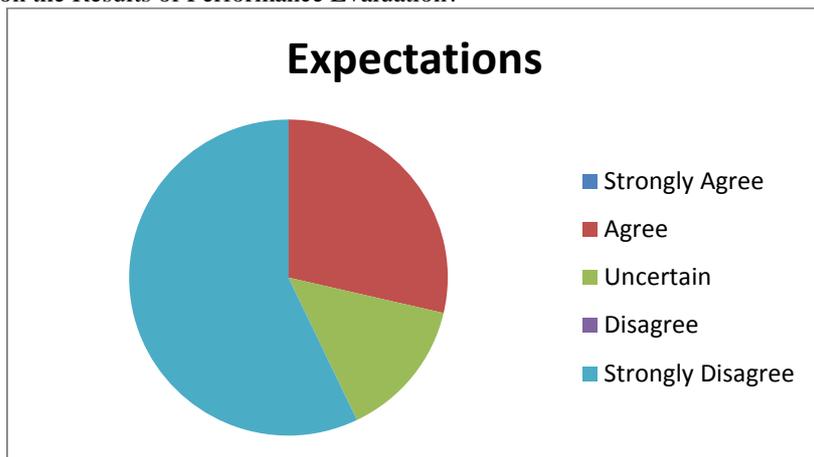
Only 28.57% of the employees are satisfied with the result they get after evaluation as they are learning skills time to time, but 14.28% of the employees are not sure about that there result is this due to their performance or due to any fault in the system and 57% of the employees said that the result is always against their expectations because the supervisors and some colleagues are biased and the politics running within the organization.

Q8: Evaluation Results Impact on the Behavior, Attitudes and Morale?

Impact of result
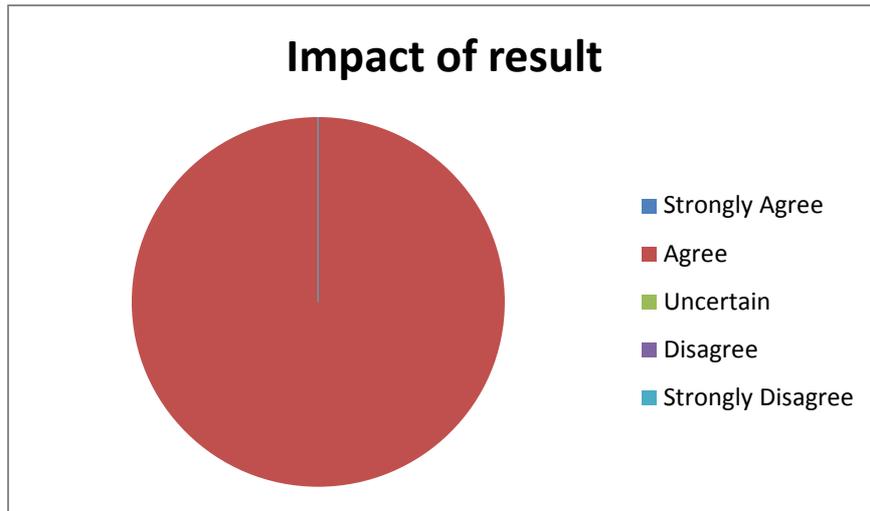
100% of the employees said that yes result impact their behavior, attitude morale and motivation during the working hours due to which our performance is affected. If the results are in favor of employees their performance is raised but if it is against their expectation and what they are in actual then it tend to decrease their performance.

Q9: Performance Appraisal affects Performance?

Performance appraisal
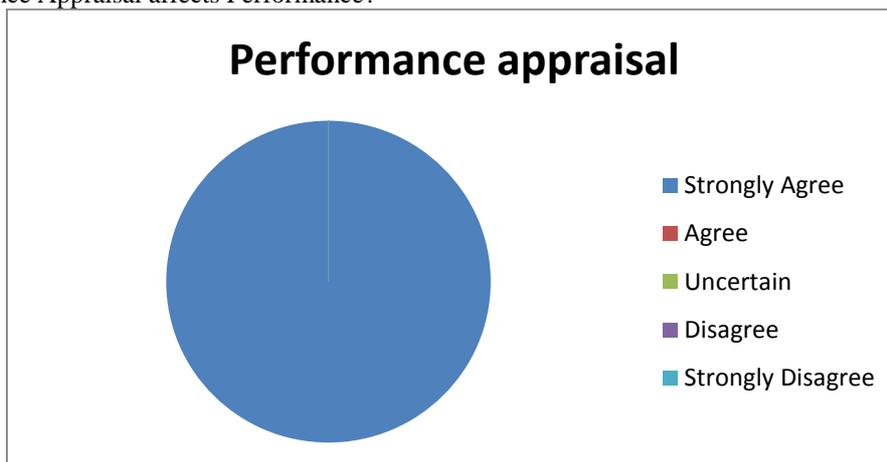
Yes! 100% said all the employees that performance appraisal affects their performance in all aspects whether the results are positive or negative all the employees are affected by it according to their personalities.

Q10: Employees Feeling on results of appraisal?

Employess feelings

43% of the employees said that if the result are in there favor then they feel motivation for further growth and opportunities 57% of the employees where uncertain about it as some times appraisal are not in favor of them

due to change in technology.

Q11: Use of Performance Appraisal for Promotion?
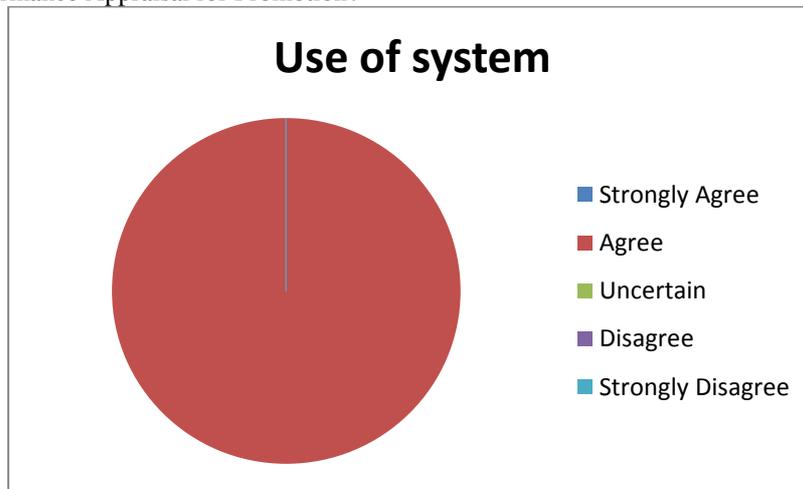
100% employees agreed with this statement that performance appraisal is the base to increase the performance of the employees in the organization and to set the standards for further performance. As the appraisal system is tool to identify the flaws in the employees it is also followed by training programs to train employees wherever required.

Q12: Promotion Opportunities Fair and Satisfactory?
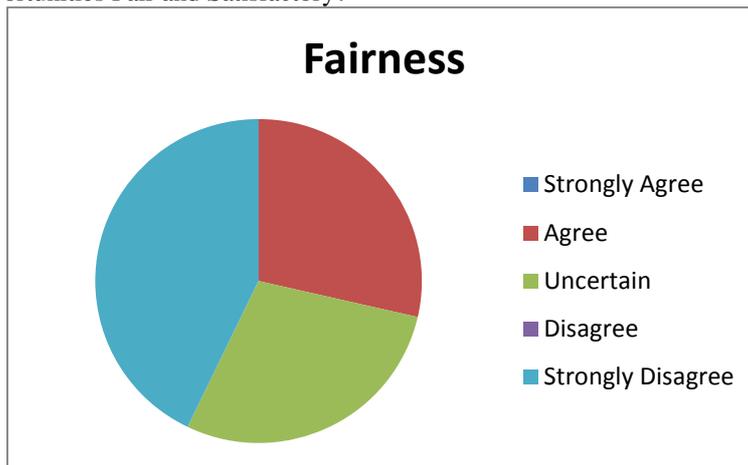
The response against this question was that 28.57% of the employees agree as there evaluation are in the hands of managers and the can recommend there name for the upcoming projects in the same field , 28.57% were uncertain about this statement because sometimes they lack those skills needed for new job but organization doesn't provide them proper training required for task same with those employees who totally disagreed with this statement that are 42.85% they don't get opportunities as the supervisors have conflict with their nature and personality also favoritism lies there.

Q13: Promotion Standards Fairness?
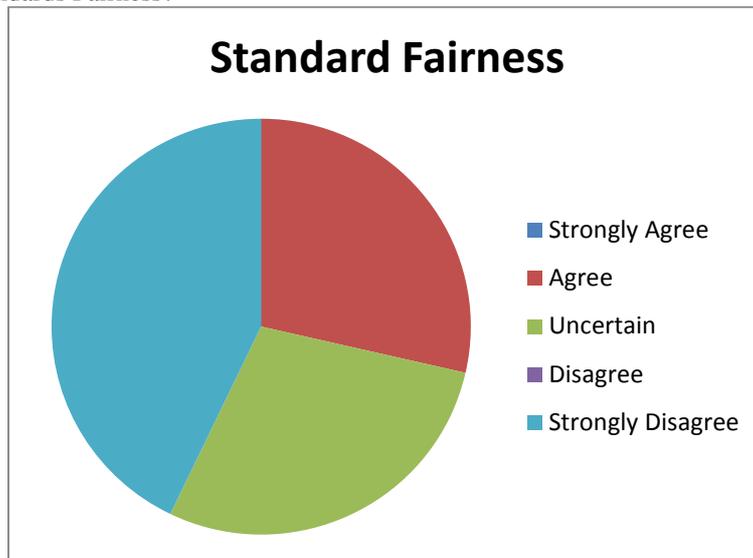
The response of this question was same as the above question.

Q14: Promotion Opportunities affect Performance?
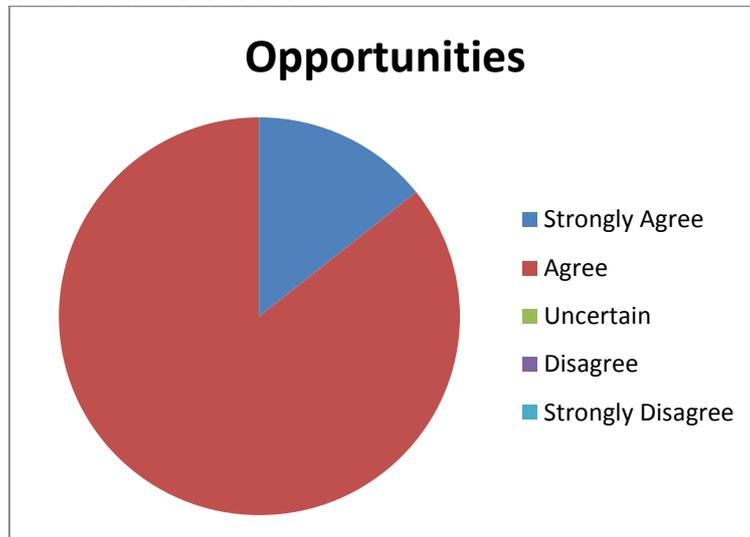
14.28% of the employees strongly agree with the statement that promotion opportunities effect the employee performance as they are directly linked with the appraisals, 85.71% of the employees also agree with this statement that there performance is increased if they have given any opportunity in result of the performance.

Q15: Impact of Reward on Performance?
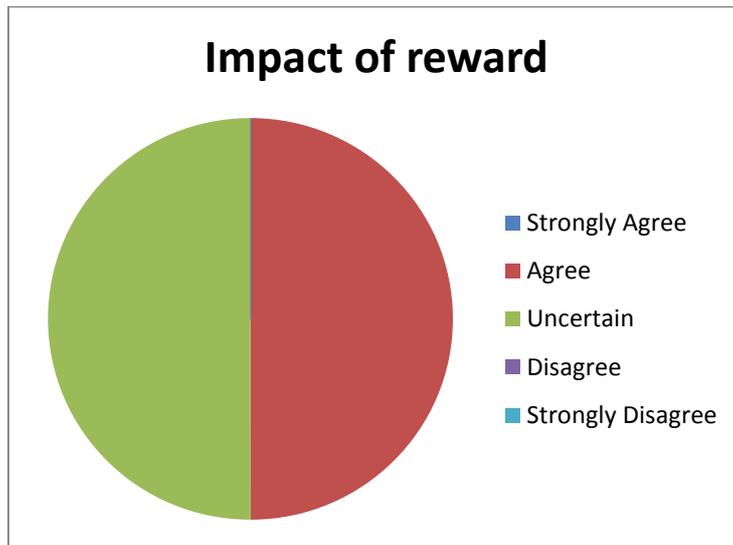
Only 28.55% of the employees agree that when they get appraisals they get rewards and they look for the betterment of the organization but this percentage of employees are with less ratio and linked with the upper department of the organization. There are 71.42% of the employees who showed uncertain behavior against this question because it depends on the organization do they promote there employees to find out new ways that are beneficial for organization.

Q16: Motivation of Employees on Workplace?

In response to this question 100% of the employees agree with this statement as their motivation and task performance is directly linked with each other whatever they do effect their performance so if organization want best from employees it should provide them opportunities skills and other advantages which enhance their motivation during working hours.

Q17: Appreciation and being praised by their managers for successful employees increase their success at work?
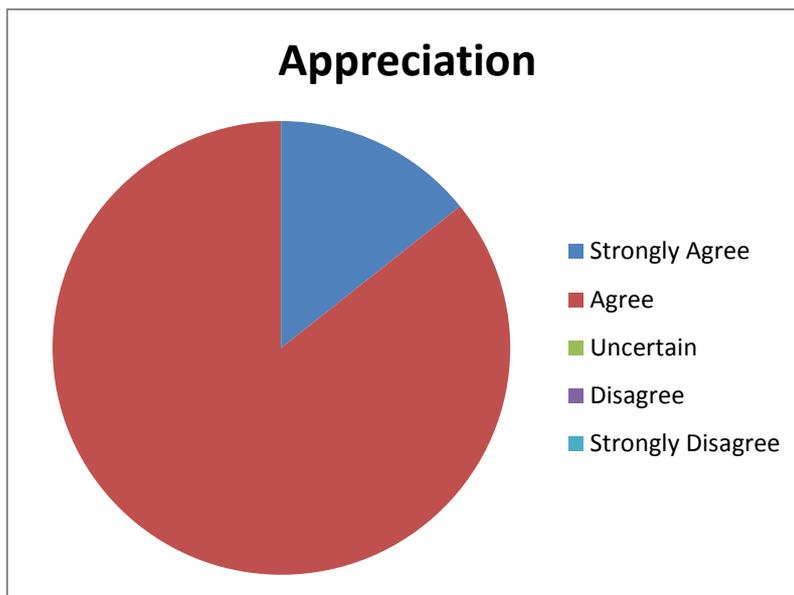
Appreciation

14.28% of the employees strongly agree with this statement and 85.71% of the employees are agree with this statement its means that almost all the employees think that if there managers appreciate their work and equally communicate with them it can enhance their progress.

Q18: Giving more responsibility and increasing the authorization for employees is effective to increase their performance?

Responsibility
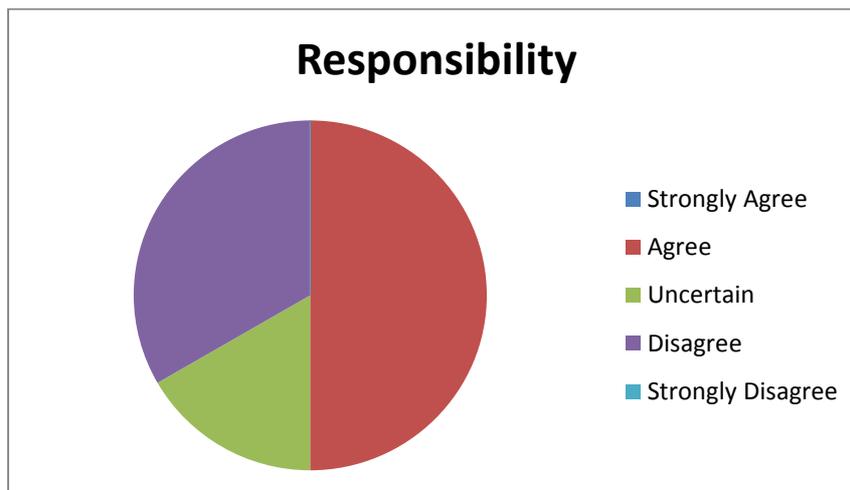
The result of this question contains verity of responses as 42.85% of the employees are agree due to authority given to them by the manager increased their performance effectively, 14.28% of the employees are uncertain about it because it is not fair to give authority to person new in the organization same as with those employees that are 28.57% not satisfied with the question because just to increase the performance of employee you ant give him authority who is not capable of it but in organization it happens on contract basis and account basis.

Q19: Impact of Promotion on Performance?

Impact of promotion
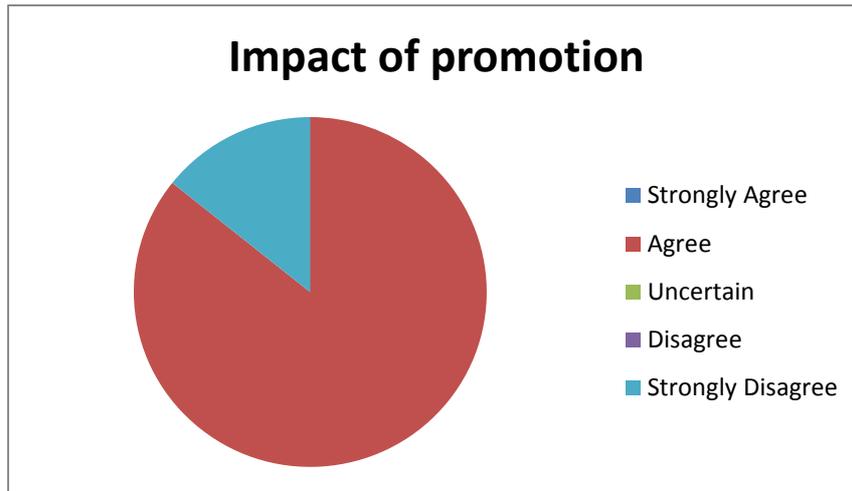
85.71% of responses were in favor of this that performance of employees is increased after getting promotion due to increased benefits salary and others non cash benefits.14.28% of the employee totally disagree because top management is biased.

Q20: Increase of performance may be seen if managers observe the talents of the employees and direct them to improve their talents?

Observations and improvments
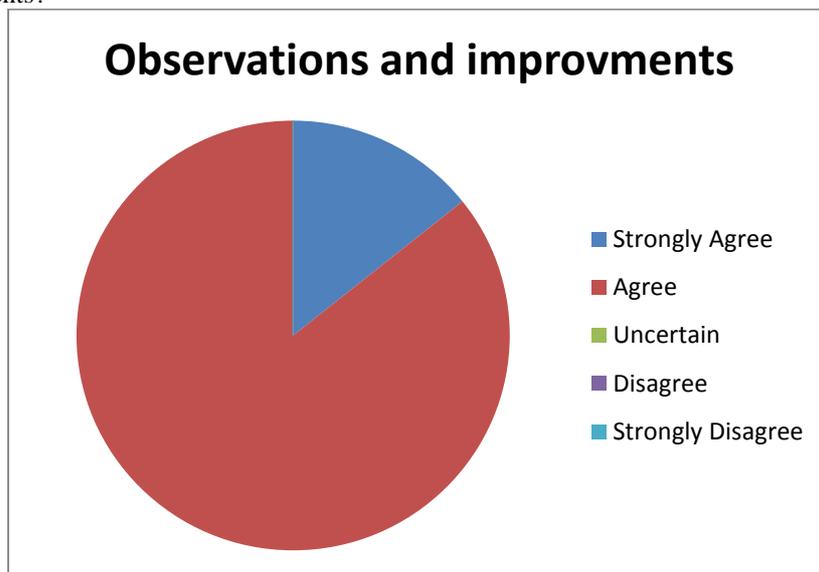
14.28% employees strongly agree and 85.71% of the employees agree with this statement reason behind this is that performance only can be improved if the managers monitor them and give them opportunities to master lacking skills due to which there performance in the work place is improved.

Q21: When your performance has not met minimum standards, your manager discusses with you the reasons?

Discussions
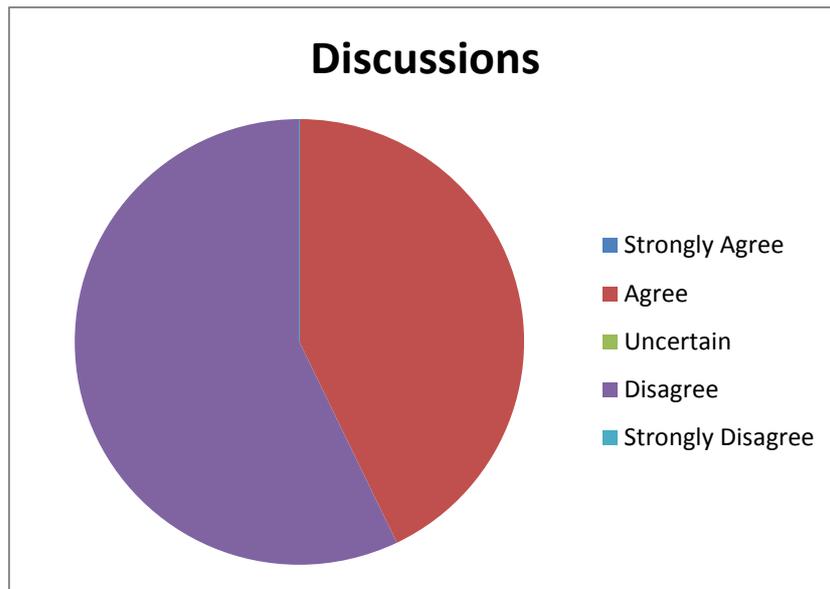
In response to this question employees said that 42.85% of the employees agree that there manager discuss with them about their performance and also provide them solution to improve their performance but 57.14% of the employees disagree as their performance is never discussed by the supervisors because they are not always supporting him in the meetings.

Q22: Salary and Performance?

Salary and performance
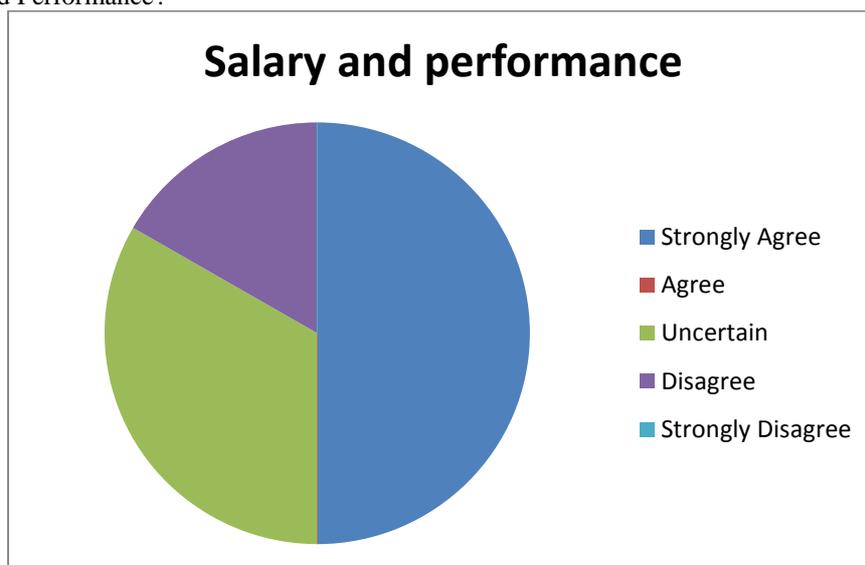
42.85% of the employees said that their wages effect their performance as they have to full fill the expanses of o whole family, 28.57% of the employees are uncertain about it as they think there is no link between wages and performance but 14.28% of the employees disagree with this statement because wages are not necessary to enhance the performance of the employee it is linked with the environment in which you are working.

Q23: Rewarding Mechanism affects Performance?
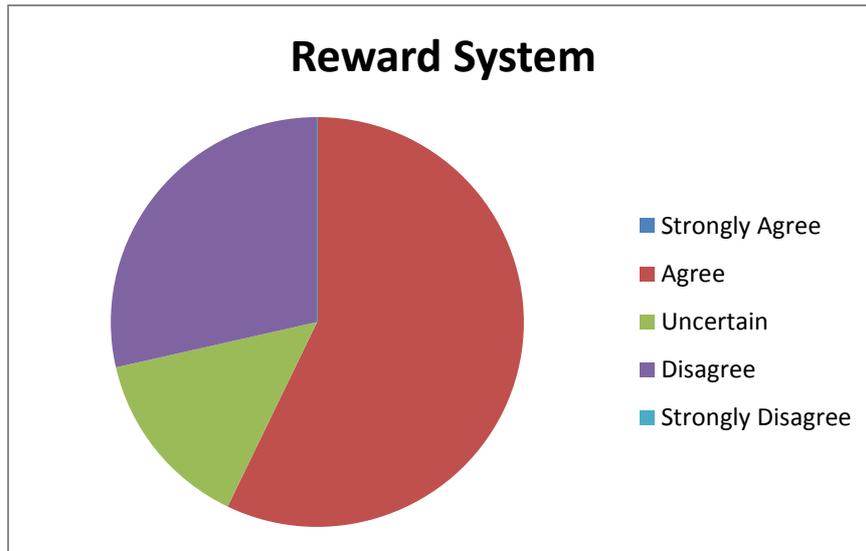
In response of this question 57.14% of the employees agree that the reward system in the organization affect the performance of the employee if they are sure for fairness 14.28% of the employees are uncertain and 28.57% of the employees are disagree with this statement because these rewards are only given to those persons who have strong relation with the managers or political parties.

Q24: Are you involved in decisions which affect your performance at work?
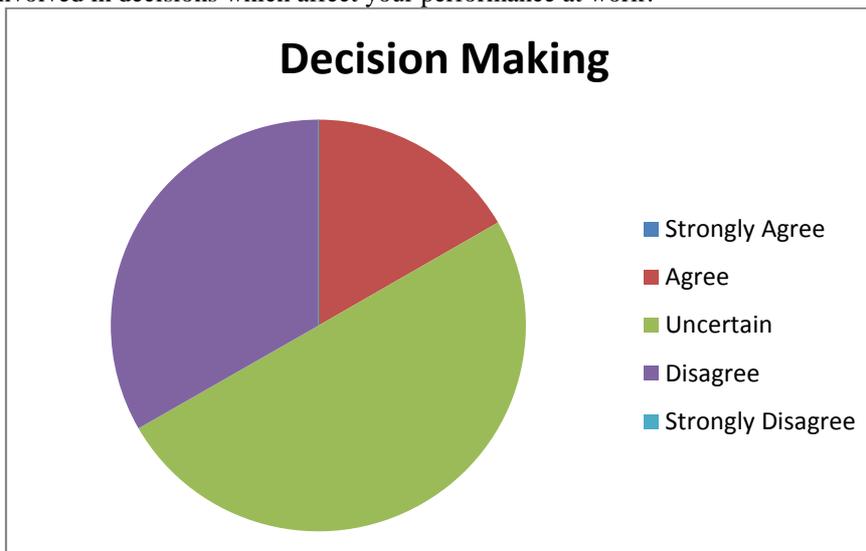
14.28% of the employees said that they are involved indirectly in decisions by maintaining the relation with the authorities having political involvement 42.85% of the employees are uncertain and 28.57% of the employees disagree they are never involved in any decision regarding performance this is due they are on lower positions or some time due to miscommunication in the organization.

Q25: Your Manager communicates with you frequently about your performance?

Communication
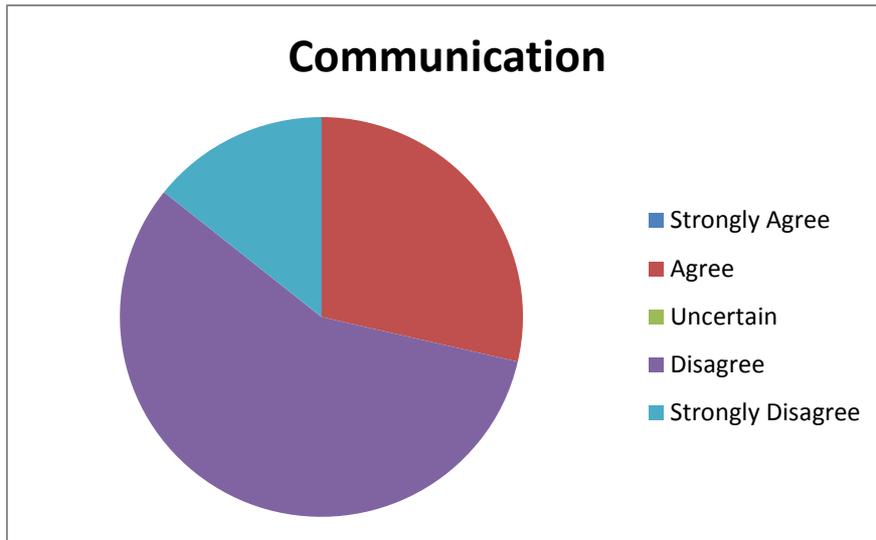
28.57% of the employees says that they are given feedback always directly or indirectly by the manager 57.14% of the employees says that they didn't have any formal feedback from the manager on their performance14.25% of the employees said that there is no concept of communication between manger and employees in their organization due to overload of work

Q26: Is there a fair consistent basis for measuring performance and individual contribution to business objectives?

Fair Evalution
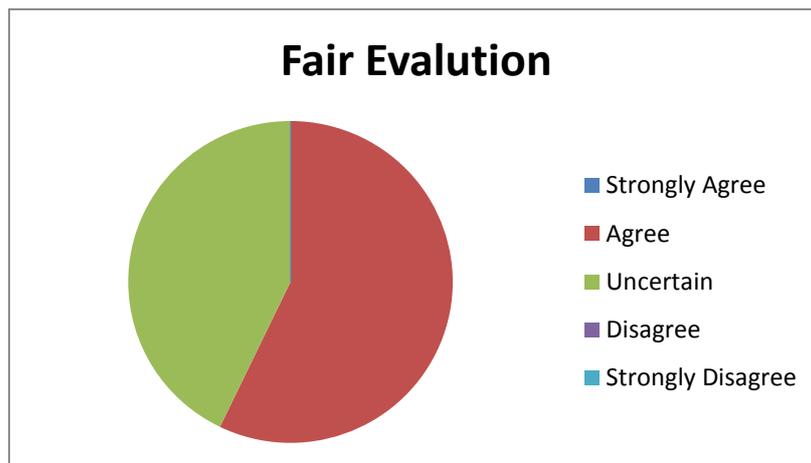
In response to this question 57.14% of the employees said that there is fair basis of measuring the performance and individual contribution to business objectives as there are given standards and objectives on the basis of which performance is measured but 42.85% of the employees are uncertain about it as they don't know about the objectives of the organization

Q27: Do you get feedback of your evaluation?
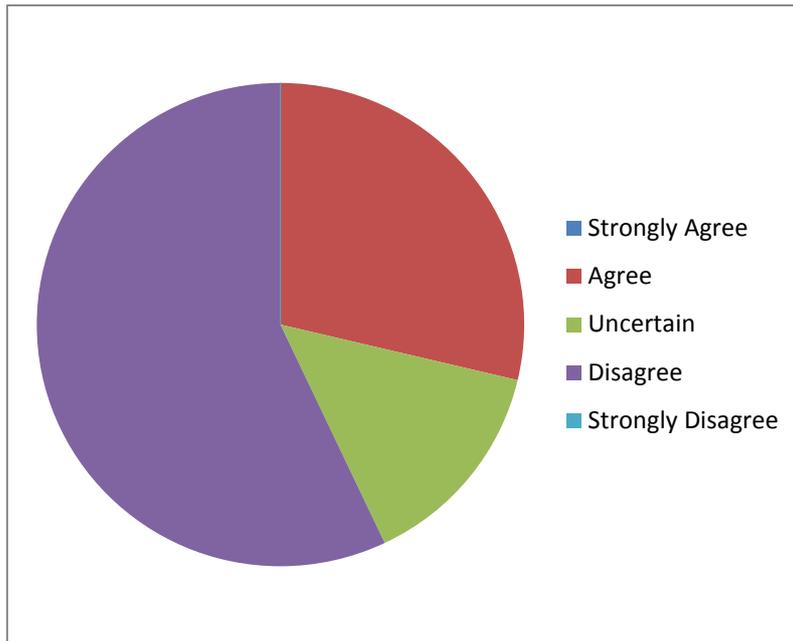
28.57% of the employees gave response that they get proper feedback from the mangers about their performance either oral or written after the evaluation 14.28% of the employees are uncertain about it as there are not bothered by managers some time in case of average performance but 57.14% of the employees said that they never get feedback from their managers because his personality is authoritative he just want the task to be done nothing else.

Q28: Do you wish to improve your result score?
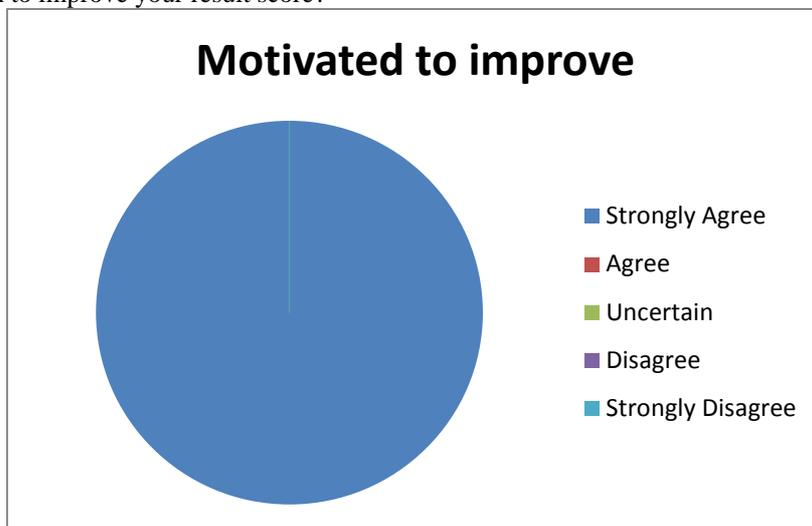
100% of the employees respond that yes they want to improve their score in the organization which will make them able to get better opportunities to move forward but it is only possible if they get proper attention from the mangers

Q29: Level of wage is fair and satisfactory?
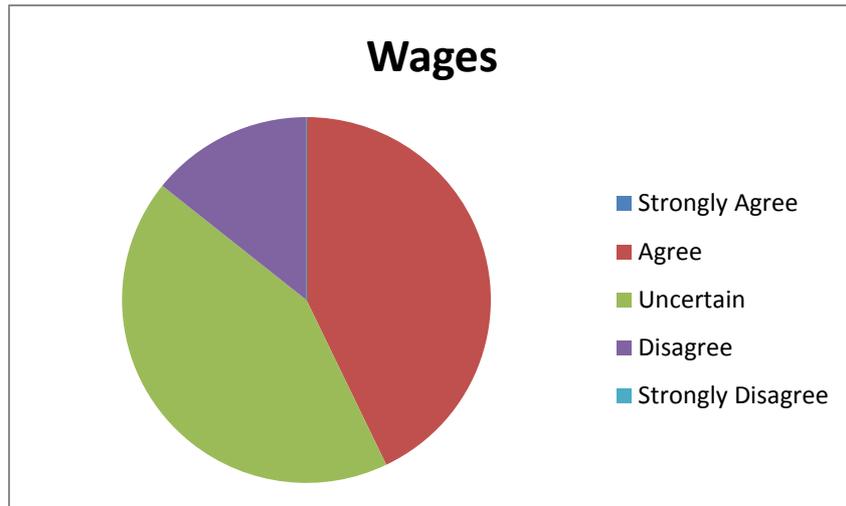
Wages

In response to the wage fairness 42.85% of the employees said that wages are fairly distributed along the designation in the organization on the basis of standards 42.85% of the employees are uncertain about it because they find no link between wages and performance same as with 14.28% of the employees who disagreed that in the organization wages are distributed on the basis of designation not on the basis of merit and qualification.

Q30: The benefits such as rent, clothing and fuel for heating increase the loyalty to the organization and success at work?
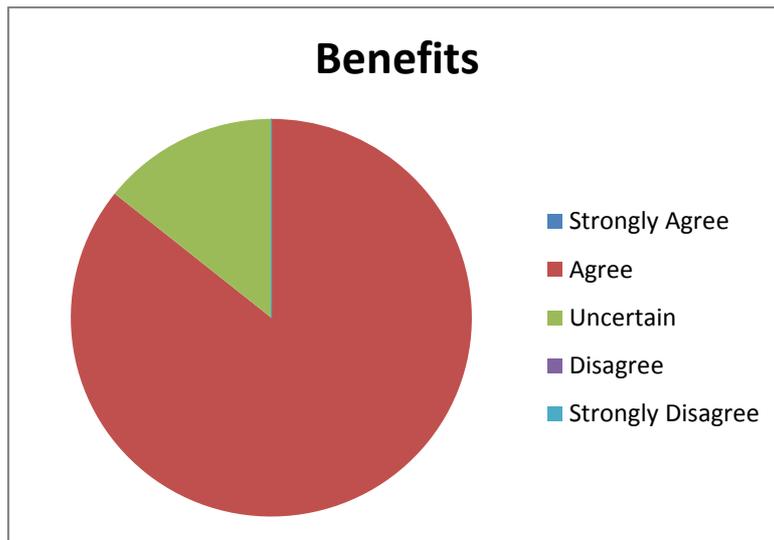
Benefits

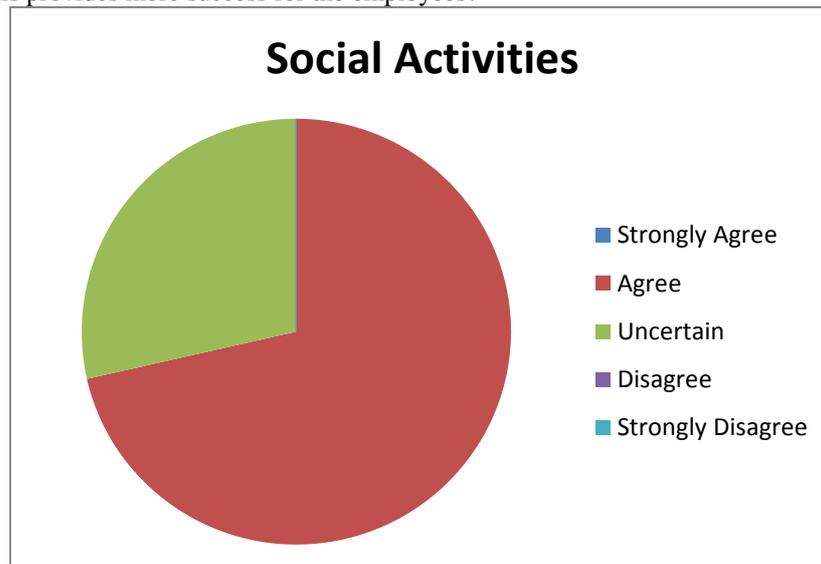85.71% of the employees agree with this statement that these benefits increase the loyalty towards the organization and success to work because the organization is fulfilling the basic needs of the employees but 14.28% of the employees are uncertain about it as these benefits are not need for him.

Q31: Bonuses which are given at the special days such as Eid days, to successful Employees, increase their performance?
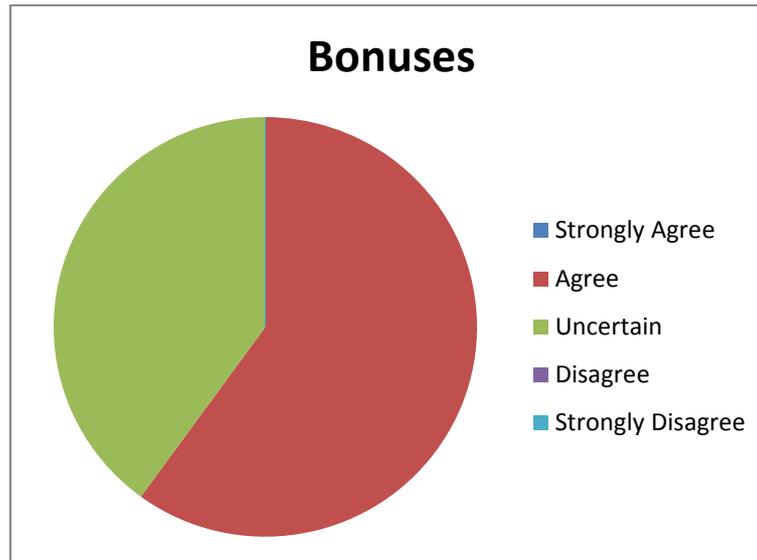
The response against this question has verity of responses 42.85% of the employees are agree with this they get bonuses for eid in return of their performance, 28.57% of the employees are not certain about it and 28.57% of the employees are disagree with this because there is no need of bonus on eid days when performance is monitored a year before it will not affect their performance in the organization

Q32: Social activities such as company picnics and travel organizations make close the relationships between employees and this provides more success for the employees?

In response of this question 71.42% of the respondents were agree with this statement as it will clear the atmosphere in the organization and improve the relations and information flow become easier but 28.57% of the employees are uncertain about this statement because they think sometime this kind of social activities are wastage of time and there is no need for relation development in the organization there work is only to complete task.

4.   Conclusion:
The research is conducted on the employees and manger of the bank there are some problems which are mentioned by them such as the system for the performance evaluation is conducted by organization, employees are unaware of its purpose it's just like they are filling a random form. Some of the employees are not satisfied with the system running in the organization as they think it is useless and wastage of time. Majority of the employees are saying the results are biased and unfair. Another problem is that there is lack of opportunities in the banking sector if any person improves its performance. As there are no such attractive opportunities

employees are demotivated. Employees are not appreciated to suggest new ways for evaluation most of the time they are not even asked about the suggestion about certain problem. As the banking sector has a lot of work load on the employees which create job dissatisfaction. There is lack of proper feedback from the supervisors as employees are distributed in groups according to their preferences employees having middle or low level in the society are always neglected also in the organizations.

5.   Recommendations:

❖ Organization should give information to the employees about the performance management system.
❖ Tell them importance of the system and how it will be beneficial for them.
❖ Give them fair and justified benefits for their performance.
❖ Try to avoid any grouping except task.
❖ Involve employees in decision making and ask for suggestions.
❖ Conduct training programs to learn the skills lacking in the employees
❖ Give them fair opportunities.
❖ Inform them about the other employees whose performance is outstanding which makes them motivated on the job.
❖ On the job and of the job tasks help in development process.

Organizations should implement the performance management system properly prepare plan for the program and then communicate it properly avoid errors and also inform employees about the need of the system so it became interested for them and proper feedback is necessary to evaluate the employee as well as the performance management system of the organization.

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