

**AN ASSESSMENT OF EFFECTIVENESS OF THE
PERFORMANCE APPRAISAL SYSTEM
APPLICABLE TO JUNIOR EXECUTIVE ASSISTANTS
OF
COMMERCIAL BANK OF CEYLON PLC.**

by

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ABSTRACT

Commercial Bank of Ceylon PLC (CBC) is a private limited liability company incorporated in Sri Lanka in June 1969 and conducts business both in Sri Lanka and Bangladesh. Locally, it has over 180 delivery channels spread across Sri Lanka.

A sizeable number of customer transactions in banks are conducted across the counters by tellers and the same practice is in existence at CBC as well. Despite the fact that heavy investments have been made by CBC to automate most of its work processes, a large majority of customers prefer to have their transaction through the bank staff.

CBC has 3867 employees of which Junior Executive Assistants (JEAs) numbering nearly 1516 represent the single largest category of employees and rank at the bottom of the organizational hierarchy. However, they play an important role in operational areas of the bank as they have a high degree of customer interaction.

In the last two employee satisfaction surveys JEAs had expressed concern about the manner in which their performance is being assessed. Accordingly, this was identified as a problem area and it was decided to carry out this study to ascertain the effectiveness of the performance appraisal system (PAS) applicable to JEAs.

The objective of the study is therefore to ascertain the effectiveness of the PAS applicable to JEAs and to examine whether it has a direct bearing on the level of their job performance. Ascertaining the usability of the PAS by the appraising officers as a performance enhancement measure is also an objective of this study.

The research methodology involved collection of data from a sample of performance appraisal reports (PARs) and Special Performance Appraisal Reports (SPARs) of JEAs for the past two years analyze such data to ascertain the manner in which ratings had been awarded. A questionnaire survey was also conducted among JEAs, their Reporting Officers (ROs) and Superior Officers (SOs) to ascertain their views regarding key aspects of the existing Performance Appraisal System (PAS) at CBC.

From the data which were collected it was noted that a majority of the JEAs had expressed their satisfaction about the existing PAS. However, a key finding of the study is that there is a high degree of leniency being adopted by ROs when they assign ratings on PARs. It was also found that data collected supported the hypothesis which was tested during the study.

From the findings it was quite clear that there were several areas where improvements needed to strengthen the existing PAS. It is the researcher's view that most of these areas could be improved with appropriate training in order to bring about uniformity in the PAS and also to further strengthen this process which is a key component of CBC's Human Resource Policy.