

IMPORTANCE OF INDIVIDUAL PERFORMANCE IN BANKS - A PERCEPTUAL STUDY

***Mr. Ramdalai Bhargav**
***Prof.(Dr.) Sharmila Subramanian**

ABSTRACT

Performance is defined as the act of completing a task by using appropriate knowledge, skills and abilities. In organizations, employees are engaged in various tasks for which they require individual competence, team support, proper organizational culture, knowledge of the work and training. Understanding the individual perception about of the requirements can help the organization plan for higher performance.

In a complex environment like bank, where quantity, quality, precision and ethics are intermingled, performance needs to be revisited with the employee's perspective.

The following study is an attempt to understand the important factors boosting Individual Performance in Banks. The study focuses on employees' understanding of individual performance. It is an empirical study that highlights the perception of employees, across various levels, of public sector banks (22 respondents) and private sector banks (22 respondents). The input data is collected from various officers of various bank branches in Bhubaneswar and Cuttack and the anonymity is maintained due to organizational policies. Descriptive statistics is used for analysis and interpretation and the hypothesis is tested using inferential statistics by T-test.

Keywords: Bank Performance, Public Sector Bank, Private Sector Bank, Individual Performance.

* **Mr. Ramdalai Bhargav**, A student of ASTHA School of Management, Bhubaneswar, Email : ramdalaibhargav00@gmail.com

****Prof. (Dr.) Sharmila Subramanian**, Principal, ASTHA School of Management, Bhubaneswar, Email : principal@asthaeducation.in

Introduction:

According to the business dictionary,” performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract.”

Another definition says that Performance is an ongoing process of task completion and communication between a supervisor and an employee that happens throughout the year, in support of accomplishing the strategic objectives of the organization. Task completion includes delivering the results expected from a role in the organization. “The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.”

Now, Performance Management can be defined as a process in which we continuously identify measure and develop the performance of the workforce in the organization. To do so, each individual’s performance and objectives are connected with the overall mission and goals of the organization. Thus, the two key elements of performance management are: **Continuous process** and **Link to mission and goals**. Performance management system is a tool to measure and improve the performance of employees and organization.” Measuring employee performance provides a plan to identify the competency and skill set of existing employees.”

As performance is vital to the growth of any organisation, it needs to be made continuous and focused. For this the organization requires a system that not only measures performance but also motivates people to perform.

However, it is important to know as to what are the factors that the bankers consider to be important for enhancing their performance. Moreover, it is also necessary to understand whether individuals consider their own performance as important for organizational growth or otherwise. The factors responsible for individual performance include technical skills, behavioural skills, knowledge of products and services, understanding needs of customers, understanding the organisation culture and regular training.

Zohair Abbas (2014), in a study conducted in National Bank of Pakistan, highlighted training as an essential element to an employee for the development of the companies

because some of “the employees have lack of knowledge, skills and competencies and failed to accomplish task on timely basis.” The study provides empirical evidence that employees’ training affects the performance of organization.

Behavioural skills: Organizations to understand the importance of the behavioural changes through trainings and make them suitable for the work environment. Organizations are realizing the importance of behavioural training that can be analysed by these articles which are reflecting their point of view about the importance of behavioural training.

Knowledge of products and services: knowledge of products and services is one of the key responsibility areas for the customer service teams. It is the aptitude for understanding the banks thereby enhancing the prowess of the customer service role. All employees must have a basic understanding of their bank’s product or service but the customer service team along with the other front-end teams must have thorough product knowledge. “The more you know, the better you get at delivering customer service excellence.”

Understanding needs of a customers: Banks must now take a good look at their customer base, examine what customers want, which customers they would like to retain and sell-off non-profitable parts of the business.” In this new retail banking world, focusing on the profitable both in terms of customers and products could gain a competitive advantage on the high street. Certain customers are interested in specific products so banks should take this opportunity to re-examine their products and services to truly differentiate themselves from the competition.”

Regular training: Organization that doesn’t provides training to their employees has failed to compete in the market. It generally happens because the employees of such organizations are incapable of enhancing their productivity.” In other words, training helps employees to adopt the market chances and make them capable to meet the technology changes and competition”. According to (Dessler 2002), in this global age of technology, training has become very essential as the organizations introduce new and advance technologies in their workplace. “So, it is compulsory for all the banks to provide advanced training to their employees for the betterment of their performance.”

Research Problem Statement:

From the backdrop review and the pilot study, the research problem is deduced that can be stated as,

Thus, we initiated an empirical study on importance of individual performance at Public sector banks Bank and Private sector banks.

The Study:

Objectives:

The main objective of the study is:

1. To understand the perception of Public sector banks employees regarding individual performance.
2. To understand the perception of private sector banks employees regarding individual performance.

Methodology:

The methodology adopted is descriptive research method. The sampling used is convenience sampling with a sample size of 22 bank employees of various grades. The instrument used to collect data is a structured questionnaire with a Likert- 5-point scale.

- | | |
|---|-----------------|
| 1 | Fully Disagree |
| 2 | Mostly Disagree |
| 3 | Partially Agree |
| 4 | Mostly Agree |
| 5 | Fully Agree |

The questionnaire has only 1 section- section A assesses employees' perception regarding individual performance.

Section 10 questions.

For analysis, the responses are tabulated using MS-Excel to get summations, mean and standard deviation. The results are presented as bar graphs, followed by interpretation of each graph. The final analysis is presented in the form of an inference table.

Data Analysis and Interpretation

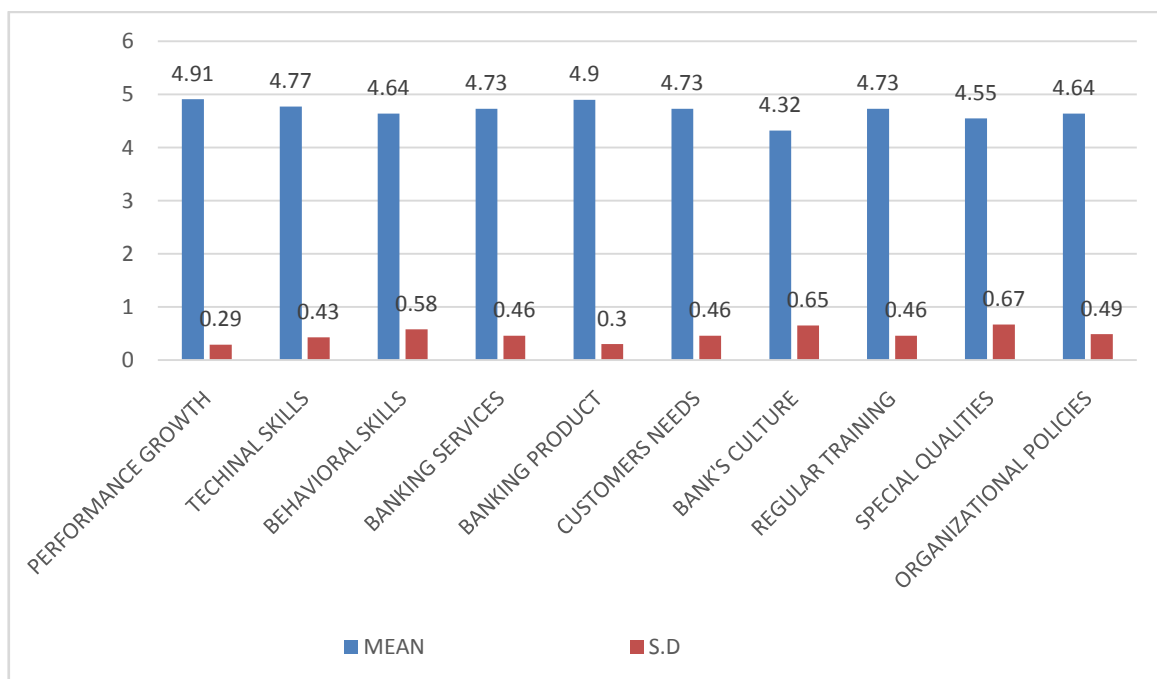
The collected data is analysed using tables and charts. The following is presented:

Contribution of Individual Performance- Public sector Bank

Data Analysis			
S. No.	Statement	MEAN	STANDARD DEVIATION
1.	Individual's performance is important for organization's growth	4.91	0.29
2.	For high performance, Individuals need appropriate technical skills (Banking ops. Norm's computers etc. ...)	4.77	0.43
3.	For high performance, Individuals need appropriate behavioral skills (Communication, Interpersonal skills time management etc. ...)	4.64	0.58
4.	For high performance, Individuals need to have knowledge of banking services.	4.73	0.46
5.	For high performance, Individuals need to have knowledge of banking products.	4.90	0.30
6.	For high performance, Individuals need to have understood of their customer's needs.	4.73	0.46
7.	For high performance, Individuals need to have an understanding of Bank's culture.	4.32	0.65
8.	For high performance, Individuals need to undergo regular training	4.73	0.46
9.	For high performance, Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...)	4.55	0.67
10.	For high performance, Individuals need to understand organizational policies.	4.64	0.49

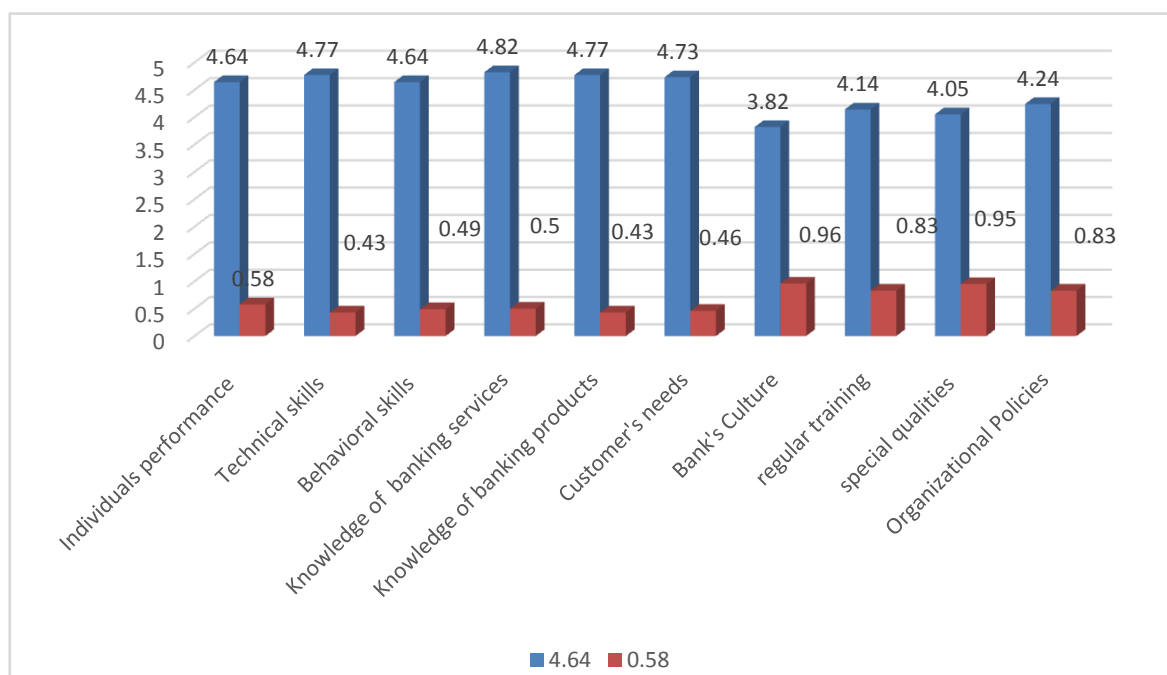
Table 1

The mean values are inclined towards the highest extreme value (4.32 to 4.67) in the scale with standard deviation (σ) of less than 1 (0.7 to 0.88), which indicates the data is clustered around the Mean value. There is a high acceptance in terms of individual's contribution to organizational growth ,importance of individual competencies and training for higher performance, and importance of culture, knowledge of products and policies for performance. Mean value of importance of Bank's culture (mean=4.32, σ =0.65) in higher performance of an individual is the lowest in this section. The highest mean value is of importance of knowledge of banking services (mean=4.73, σ =0.46) for high performance.



Contribution of Individual Performance- Private Sector Bank

S. No.	Statement	MEAN	STANDARD DEVIATION
1.	Individuals performance is important for organization's growth	4.64	0.58
2.	For high performance, Individuals need appropriate technical skills (Banking ops. Norm's computers etc. ...)	4.77	0.43
3.	For high performance, Individuals need appropriate behavioral skills (Communication, Interpersonal skills time management etc. ...)	4.64	0.49
4.	For high performance, Individuals need to have knowledge of banking services.	4.82	0.50
5.	For high performance, Individuals need to have knowledge of banking products.	4.77	0.43
6.	For high performance, Individuals need to have understood of their customer's needs.	4.73	0.46
7.	For high performance, Individuals need to have an understanding of Bank's culture.	3.82	0.96
8.	For high performance, Individuals need to undergo regular training	4.14	0.83
9.	For high performance, Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...)	4.05	0.95
10.	For high performance, Individuals need to understand organizational policies.	4.24	0.83



Inference Table

Objective	Findings and Analysis	Inference
To understand the perception of Public sector banks bank employees regarding individual performance	In this section, the mean values are inclined towards the highest extreme value in the scale with standard deviation (σ) of less than 1. There is a high acceptance in terms of individual's contribution to organizational growth, importance of individual competencies and training for higher performance, and importance of culture, knowledge of products and policies for performance.	The values indicate that the employees are highly inclined towards the parameters for performance of individuals like skills, knowledge, Behavior, banking service information etc... This also indicates that they are well aware of their responsibility and the impact of their performance on the organization. The respondents give more importance to knowledge of banking services indicating that they are inclined towards

	Mean value of importance of Bank's culture in higher performance of an individual is the lowest in this section. The highest mean value is of importance of knowledge of banking services for high performance.	operations and compliance. They do not find bank's culture much important with regard to performance indicating that they are focused towards their assigned roles and responsibilities.
To understand the perception of PRIVATE SECTOR BANKS bank employees regarding individual performance	In this section, the mean values are inclined towards the highest extreme value in the scale with standard deviation (σ) of less than 1. There is a high acceptance in terms of individual's contribution to organizational growth, importance of individual competencies and training for higher performance, and importance of culture, knowledge of products and policies for performance. Mean value of importance of Bank's culture in higher performance of an individual is the lowest in this section. The highest mean value is of importance of knowledge of banking services for high performance.	The values indicate that the employees are highly inclined towards the parameters for performance of individuals like skills, knowledge, Behavior, banking service information etc... This also indicates that they are well aware of their responsibility and the impact of their performance on the organization. The respondents give more importance to knowledge of banking services indicating that they are inclined towards operations and compliance. They do not find bank's culture much important with regard to performance indicating that they are focused towards their assigned roles and responsibilities

T-Test for One Population

Q. No	PUBLIC SECTOR BANKS T-v	P-V	PRIVATE SECTOR BANKS T-v	P-V	Differential P-V
1	14.71	1	5.17	1	0.30
2	8.39	1	8.39	1	1
3	5.17	1	6.12	1	1
4	7.44	1	7.69	1	0.49
5	5.23	1	8.39	1	1
6	7.44	1	7.44	1	1
7	2.30	0.98	-0.87	0.19	0.61
8	7.44	1	-0.79	0.78	0.01
9	3.85	0.99	0.24	0.59	0.03
10	6.12	1	1.58	0.93	0.08

T-Values

INTERPRETATION

INFERENCE TABLE

Q. NO	PUBLIC SECTOR BANK	PRIVATE SECTOR BANK
1	Individual performance is important for organizational growth / performance. Descriptive study shows that the sample data responses concentrate near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.91, \sigma = 0.29$) This implies that the respondents (BANKERS) agree that individual performance is important for organizational growth. To test its implication on population a one- tailed t-	Individual performance is important for organizational growth / performance. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.64, \sigma = 0.58$) This implies that the respondents (BANKERS) agree that individual performance is important for organizational growth. To test its implication on population a one- tailed

	test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=14.71, p-value=1) indicating that the sample response represents the population response. Thus, the results had drawn via descriptive statistics holds well with this statement that the individual performance is highly needed for organizational growth.	t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=5.71, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement which justifies that the individual performance is a significant factor contributing to organizational growth.
2	For high performance, Individuals need appropriate technical skills (Banking ops. Norms computers etc....) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.77, \sigma = 0.43$) This implies that the respondents (BANKERS) agree that individuals should possess technical skills for ensuring high performance in the organization. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=8.39, p-value=1) indicating that the sample response represents the population response. Thus, the given results imply that appropriate technical skills are essential for better individual performance.	For high performance, Individuals need appropriate technical skills (Banking ops. Norms computers etc....) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.77, \sigma = 0.43$) This implies that the respondents (BANKERS) agree that individuals should possess technical skills for ensuring high performance in the organization. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=8.39, p-value=1) indicating that the sample response represents the population response. Thus, the results derived from the descriptive study prove that the better the technical skills possessed by an individual, better will be his performance.
	For high performance, Individuals need appropriate behavioral skills	For high performance, Individuals need appropriate behavioral skills

3	(Communication, Interpersonal skills time management etc. ...) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.64, \sigma = 0.58$) Which implies that the respondents (BANKERS) agree that Individuals need appropriate behavioral skills (Communication, Interpersonal skills time management etc. ...) ensuring high performance in the organization. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=8.39, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good that implies appropriate behavioral skills is essential for high individual performance.	(Communication, Interpersonal skills time management etc. ...) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.64, \sigma = 0.49$) Which implies that the respondents (BANKERS) agree that Individuals need appropriate behavioral skills (Communication, Interpersonal skills time management etc. ...) ensuring high performance in the organization. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=8.39, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
4	For high performance, Individuals need to have knowledge of banking services. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.73, \sigma = 0.46$) This implies that the respondents (BANKERS) agree that Individuals need to have knowledge of banking services ensuring high performance in the organization. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to	For high performance, Individuals need to have knowledge of banking services. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.82, \sigma = 0.50$) This implies that the respondents (BANKERS) agree that Individuals need to have knowledge of banking services ensuring high performance in the organization. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the

	the hypothesized mean (t-value=7.44, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds true that implies a knowledge of banking services by an individual accentuates his level of performance.	sample mean is greater than or equal to the hypothesized mean (t-value=7.69, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
5	For high performance, Individuals need to have knowledge of banking products. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.90, \sigma = 0.30$) This implies that the respondents (BANKERS) agree that for high performance, Individuals need to have knowledge of banking products. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=5.23, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.	For high performance, Individuals need to have knowledge of banking products. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.77, \sigma = 0.43$) This implies that the respondents (BANKERS) agree that for high performance, Individuals need to have knowledge of banking products. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=8.39, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
6	For high performance, Individuals need to have understood their customer's needs. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.73, \sigma = 0.46$) This implies that the respondents	For high performance, Individuals need to have understood their customer's needs. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.73, \sigma = 0.46$)

	(BANKERS) agree that Individuals need to have understood of their customer's needs. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=7.44, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.	This implies that the respondents (BANKERS) agree that Individuals need to have understood of their customer's needs. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=7.44, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
7	For high performance, Individuals need to have an understanding of Bank's culture. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.32, \sigma = 0.65$) Which implies that the respondents (BANKERS) doesn't agree that for high performance, Individuals need to have an understanding of Bank's culture to test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=2.30, p-value=0.98) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.	For high performance, Individuals need to have an understanding of Bank's culture. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 3.82, \sigma = 0.96$) Which implies that the respondents (BANKERS) doesn't agree that for high performance, Individuals need to have an understanding of Bank's culture to test its implication on population a one- tailed t-test is done. The t-value implies that the sample mean is less than hypothesized mean (t-value=-0.87), the p-value stands between 0-1 (p-value=0.19) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement, which means the individual performance is not much affected by the organizational culture.

8	For high performance, Individuals need to undergo regular training. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.73, \sigma = 0.46$) This implies that the respondents (BANKERS) agree that Individuals should undergo regular training. To test its implication on population a one-tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=7.44, p-value=1) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement that implies- regular training program attended by an individual ensures higher level of performance.	For high performance, Individuals need to undergo regular training. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.14, \sigma = 0.83$) This implies that the respondents (BANKERS) agree that Individuals should undergo regular training. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=-0.79, p-value=0.89) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
9	For high performance, Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.55, \sigma = 0.67$) This implies that the respondents (BANKERS) agree that Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) for high performance. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=3.85, p-	For high performance, Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.05, \sigma = 0.95$) This implies that the respondents (BANKERS) agree that Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) for high performance. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the

	value=0.99) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.	sample mean is greater than or equal to the hypothesized mean (t-value=0.24, p-value=0.59) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.
10	For high performance, Individuals need to understand organizational policies. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.64, \sigma = 0.49$) This implies that the respondents (BANKERS) agree that Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) for high performance. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=0.24, p-value=0.59) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.	For high performance, Individuals need to understand organizational policies. Descriptive study shows that the sample data response concentrates near the mean value and also the mean values are inclined towards highest extreme value ($\bar{x} = 4.27, \sigma = 0.83$) This implies that the respondents (BANKERS) agree that Individuals need to have special qualities (Honesty, risk, taking, initiative courtesy etc. ...) for high performance. To test its implication on population a one- tailed t-test is done. The t-value and p-value imply that the sample mean is greater than or equal to the hypothesized mean (t-value=0.93, p-value=0.08) indicating that the sample response represents the population response. Thus, the results drawn via descriptive statistics holds good on this statement.

Conclusion:

In the present world, organisation is plagued by intense competition to sustain and maintain its excellence and growth. Therefore it needs the support of best human capital – the most effective competitive resource as an edge over one another. The word performance has its different connotations both in individual as well as in organisational

dimension. But if we consider individual performance, it is defined as the outcomes of work that provides the strongest linkage to organisational growth. And banking sector is one of the most developed and growing sectors of India. The present study is an attempt to know and understand whether individual performance is linked to organisational performance. To prove this objective, the individual performance is analysed on the basis of certain parameters like appropriate technical skills, behavioural skills, knowledge of banking services, knowledge of banking products, understanding of customer needs, bank culture, need of regular training, organisational policies, and having some special attributes like honesty, risk taking, courtesy, etc. Based on the thorough literature review and research intuit, it has been proved that individual performance is highly linked to organisational success, both in the private and public sector banks. The bankers in both public sector and private sector banks have similar perception towards the factors determining the individual performance. The employees of both the sectors feel that Individual's performance is of prime importance to organization's growth. All the factors or parameters like technical skills, behavioural skills, knowledge of products and services, understanding needs of a customer, understanding the organisation culture and regular training are considered to be important. However, the most important factor is knowledge of banking products and services and bank's culture bothers them the least. Therefore, it is needless to say that the employees in the banking sector are always armoured with updated skills and product knowledge and search for new dimensions to enhance their performance and deliver better quality services. Any economic pressure or environmental issue never becomes a threat for impairing their growth or mar their individual performance.

References:

1. Milkovich, George T. and Alexandra K. Wider (1991), Pay for Performance. The National Academies Press. Washington, DC.
2. Lawson P (2000), 'Performance related pay' in Strategic Reward Systems, Thorpe R and Homan G, Prentice Hall.

3. Libby A (1993), 'Rethinking rewards', Harvard Business Review, November-December
4. Deskins B (2003), Harvard Business Review Special Issue, January
5. Makin son J (2000), Incentives for change: rewarding performance in national government networks, Public Services Productivity Panel, HM Treasury
6. Performance Management, retrieved from https://en.wikipedia.org/wiki/Performance_management
7. The factors responsible for individual performance, retrieved from <https://pdfs.semanticscholar.org/89ad/c568261ad273b1c6e00c7161b191885d9d80.pdf>, <https://corp.yonyx.com/customer-service/importance-product-knowledge-customer-service/>
8. [https://www.ey.com/Publication/vwLUAssets/Understanding_customer_behavior_in_retail_banking_-_February_2010/\\$FILE/EYUnderstanding_customer_behavior_in_retail_banking_-_February_2010.pdf](https://www.ey.com/Publication/vwLUAssets/Understanding_customer_behavior_in_retail_banking_-_February_2010/$FILE/EYUnderstanding_customer_behavior_in_retail_banking_-_February_2010.pdf)
9. SBI, PNB, Bank of Baroda plan performance-linked salary to officials, July 27, 2018. Retrieved from
10. <https://www.businesstoday.in/sectors/banks/sbi-pnb-bank-of-baroda-plan-performance-linked-salary-officials/story/280724.html>
11. Corporate Website, Public sector banks Bank, <https://www.Publicsectorbanksbank.com/English/about-us/>
12. Corporate Website, HDFC Bank, https://www.hdfcbank.com/aboutus/general/business_focus.htm.