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Abstract - Present research is a comparison between the various dimensions of the performance management among the loyal and disloyal employees. A sample of 162 bank employees was selected randomly on availability basis for this research from a universe of bank employees of private and nationalized banks situated at Punjab, Haryana and National Capital Region of New Delhi. Selected employees were tested for their loyalty. On the basis of higher and lower scores of loyalty, employees were divided into two groups, each having 57 subjects. First group was consisting of the subjects who scored on the loyalty scale from 87-117 and nominated as group of disloyals. Whereas, second group was consisting of employee who scored 120-150 and this group was categorized as loyals. After formation of loyal and disloyal groups, subjects of both the groups were tested for the role in performance management. Performance Management was tested with its four major dimensions, such as "Organizational Planning", "Decision Making", "Effective Execution", and "Result Producing Capability". The mean scores for organizational planning among loyal and disloyal groups were (22.3) and (10.6) respectively. There was significant difference between the mean score values of organizational planning between the loyal and disloyal employees. The mean score values for the capability of decision making were (21.7) and (9.5) respectively. There was significant difference in the mean scores of loyal and disloyal groups. When the mean scores of third dimension i.e. effective execution of performance management for loyal and disloyal employees group were compared, they were found (20.4) and (13.2). The mean scores of loyal and disloyal group for effective execution also differ significantly.

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Performance Management and Employee Loyalty

Dr. Rishipal [α] & Manish [σ]

Abstract - Present research is a comparison between the various dimensions of the performance management among the loyal and disloyal employees. A sample of 162 bank employees was selected randomly on availability basis for this research from a universe of bank employees of private and nationalized banks situated at Punjab, Haryana and National Capital Region of New Delhi. Selected employees were tested for their loyalty. On the basis of higher and lower scores of loyalty, employees were divided into two groups, each having 57 subjects. First group was consisting of the subjects who scored on the loyalty scale from 87-117 and nominated as group of disloyals. Whereas, second group was consisting of employee who scored 120-150 and this group was categorized as loyals. After formation of loyal and disloyal groups, subjects of both the groups were tested for the role in performance management. Performance Management was tested with its four major dimensions, such as "Organizational Planning", "Decision Making", "Effective Execution", and "Result Producing Capability". The mean scores for organizational planning among loyal and disloyal groups were (22.3) and (10.6) respectively. There was significant difference between the mean score values of organizational planning between the loyal and disloyal employees. The mean score values for the capability of decision making were (21.7) and (9.5) respectively. There was significant difference in the mean scores of loyal and disloyal groups. When the mean scores of third dimension i.e. effective execution of performance management for loyal and disloyal employees group were compared, they were found (20.4) and (13.2). The mean scores of loyal and disloyal group for effective execution also differ significantly. Similarly the mean scores of result producing capability among loyal and disloyal groups were found (19.5) and (10.7). Mean score values of result producing capability also differs considerably. Lastly the combined mean scores for all the dimensions for performance management were compared, they were found (83.9) and (44.0) respectively. These mean scores of performance management among loyal and disloyal differs significantly.

I. Performance Management

Performance Management (PM) is sum total of all such activities and efforts which can support organizational management to achieve its goal by utilizing the available resources in the most effective and efficient manner. In simple words performance management can be understood as the activities performed by its employees to achieve their goals effectively and efficiently. Performance Management is a collective effort by individual employees, departmental units and organizational management as a whole. The role of organizational management in the present scenario has undergone a sea change and its focal point is on evolving such functional strategies which enable the management for successful implementation of major corporate strategies for effective and efficient performance of its activities. Today performance management works towards facilitating and improving the performance of the employees by building a conducive work environment and providing maximum opportunities and resources to the employees for participating in organizational planning, decision making, executing and result producing process. Today all the major organizational activities are driven towards development of high performance. So it can be interpreted that the role of performance management has evolved merely an appraiser to a facilitator and an enabler.

II. Loyalty

Loyalty is the sincerity, devotion, relatedness and faithfulness towards a belief, place, person or organization. Organizational loyalty is the faithfulness, devotion and relatedness of its stakeholders such as customer, employees, investors and society towards the organisation. Different stakeholders of organization, such as employee, customer, investor and other have different type of loyalty. The employee loyalty is the characteristic by virtue of which loyal employees has faith and devotion towards organization and this loyalty is shown by the employee by contributing maximum of their time, energy, knowledge, skill and effort for the effective and efficient achievement of organizational goals. The long-term success of any company depends upon the quality of its employees and their loyalty. Loyal employees can be incredible assets to a growing company. Furthermore, there is a direct relationship between employee loyalty and a company's growth and profitability (Aaron Green, 2007). Employee loyalty is evident to the customers and it's nearly impossible to generate loyal customers without strong internal employee loyalty.

As already said every organization has different stakeholders or interest groups, the direction and degree of loyalty of these stakeholders are different. Businesses seek to become the objects of loyalty for owner, employee, society, customer etc. Without loyalty

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all the interest groups of organization, its existence and achievement of goals is not possible. Organizations need loyal employees in order to attract loyal clients/customers. Employees who are loyal and enthusiastic will work dedicatedly and manufacture the goods and services of best quality. Best quality products and services will generate the loyal customer, which is very significant and crucial factor of performance management. So there may exist a relationship between the employee loyalty and their role in performance management. Most prominently a loyal employee will stand with the organization, whatever the circumstances may be, in comparison to a disloyal employee. Present study has discovered the factors responsible for the effective and efficient performance management as well as the factors which were cause for loyalty and disloyalty among employees. Besides this, study has also established the relationship between performance management and employees loyalty.

III. Objectives

1. To enquire the relationship between employee loyalty and performance management.
2. To find out the relationship between the dimensions of performance management i.e. organizational planning, decision making, effective execution and result producing capability among the loyal and disloyal employees.

IV. Hypothesis

1. There will exist a relationship between employee loyalty and performance management.
2. There will exist a relationship between the dimensions of performance management i.e. organizational planning, decision making, effective execution and result producing capability among the loyal and disloyal employees.

V. Research Methodology

a) Research Design

162 bank employees were taken for this research from different nationalized and private sector factors responsible for performance management such Region of Delhi. Selected subjects were tested for their approach towards performance management and the tendency of loyalty towards their banks. Subjects were tested for loyalty by using questionnaire method, whereas for the performance management, an inventory of statements was developed and used to find out the role of employees in performance management. With the help of these testing, subjects were categorized into the loyal and disloyal as well as the employees having approach for effective and ineffective performance management. While testing the subject, not only the basic tendency and approach for loyalty and performance management were tested but also the factors responsible for performance management such as organizational planning, decision making, effective execution and result producing capability etc. were tested and compared among the loyal and disloyal employees. After collection of data for the above stated purpose, results and findings were analyzed to test the hypothesis.

b) Sample

The population for sample of this study was the employees working on the position of bank office assistant to the level of branch managers from various nationalized & private sector banks situated in the National Capital Region of Delhi, Haryana and Punjab state. From this universe a sample of 162 employees was taken randomly on availability basis for this research.

c) Method of Data Collection

Questionnaire method was used to collect the data for testing the loyalty of the subjects. But for finding the approach towards performance management, selected subjects were tested with the help of an inventory consisting of a set of statements. Both the tests of loyalty and performance management were developed by the researcher.

d) Tools Used

Both the Employee Loyalty Test and Performance Management Inventory were developed by the researchers and used for scaling the tendency of loyalty and Performance Management.

VI. Results and Discussion

Present research is a comparison between the various dimensions of the performance management among the loyal and disloyal employees. Total 162 bank employees were taken for this research from a universe of bank employees of private and nationalized banks situated at Punjab, Haryana and National Capital Region of New Delhi. Selected employees were tested for their loyalty towards the banks with which they were working. The details of their scoring such as minimum score (87), maximum score (152), range (65), mean (132.5), Standard deviation (28.2) etc. has been shown at Table (1).

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Table 1 : Scores, mean and standard deviation for loyalty

No.	Minimum score	Maximum score	Range	Mean	Standard Deviation
162	87	152	65	132.5	28.2

Higher the score, greater the tendency and lower the score, lesser the tendency for loyalty. On the basis of higher and lower scores, employees were divided into two groups, each having 57 subjects. First group was consisting of the subjects having score from 87-117 and this group was nominated as the group of disloyals. Whereas, second group was consisting of employee who scored 120-150 and this group was categorized as the loyal. Details of their minimum score, maximum score, range, mean and standard deviation etc. have been shown in Table (2) and Table (3) presented here under.

Table 2 : Group formation on the basis of higher tendency of loyalty and nominated as loyal

No.	Minimum score	Maximum score	Range	Mean	Standard Deviation
57	122	152	30	140.3	10.3

Table 3 : Group formation on the basis of lower tendency of loyalty and nominated as disloyal

No.	Minimum score	Maximum score	Range	Mean	Standard Deviation
57	87	117	30	96.6	9.5

After formation of loyal and disloyal groups, subjects of both the groups were tested for their role in performance management. Performance Management was tested by evaluating four major and important dimensions of performance management like "Organizational Planning", "Decision Making", "Effective Execution", and "Result Producing Capability". Subjects were tested for all these dimensions as well as the combined score for their role in Performance Management. Details of the scores such as minimum, maximum score, range, mean, standard deviation etc. for organizational planning, decision making, effective execution, result producing capability and overall role in performance management for loyal category were found as under in Table (4).

Table 4 : Scores for organizational planning, decision making, effective execution, result producing capability and performance management of loyal group

Dimension of Loyalty	N	Minimum Score	Maximum score	Range	Mean	Standard Deviation
Organizational Planning	57	18	28	20	22.3	8.20
Decision Making	57	14	32	18	21.7	6.70
Effective Execution	57	15	34	19	20.4	8.04
Result Producing Capability	57	13	29	26	19.5	9.2
Overall	57	60	123	63	83.9	28.14

Details of the scores such as minimum, maximum score, range, mean, standard deviation etc. for organizational planning, decision making, execution capability, result producing and overall role in performance management for disloyal category have been shown in Table (5).

Table 5 : Scores for organizational planning, decision making, effective execution, result producing capability and performance management of disloyal group

Dimension of Loyalty	N	Minimum Score	Maximum score	Range	Mean	Standard Deviation
Organizational planning	57	8	18	10	10.6	4.30
Decision Making	57	5	12	7	9.5	6.50
Effective Execution	57	6	22	16	13.2	8.30
Result producing capability	57	7	16	9	10.7	7.20
Overall	57	26	68	42	44.0	6.67

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A comparison of Table (4) and Table (5) revealed the following facts. The mean score for organizational planning among loyal and disloyal groups were (22.3) and (10.6) respectively. These results show that there was significant difference between the mean score values of organizational planning between the loyal and disloyal employees. This means that loyal employees were playing better role in Performance Management of the organization in comparison to the disloyals. The mean score values for the capability of decision making which is one of the dimensions of performance management were (21.7) and (9.5) respectively. These values show that there was noteworthy difference between the two mean scores.

This difference in the mean score values of Decision Making ability shows the effective decision making among loyal employees whereas disloyal employees were not that much effective. When the mean scores of third dimension i.e. effective execution of performance management for loyal and disloyal employees group were compared, they were found (20.4) and (13.2). The mean scores for effective execution differ radically. The means difference clearly exhibits that the loyals are better executor in comparison to disloyals. Similarly the mean scores of result producing capability of performance management among loyal and disloyal groups were found (19.5) and (10.7). Mean score values of result producing capability differs considerably. Mean score values of result producing capability for both the groups shows that loyals were better result producer in comparison to disloyals. Lastly the combined mean scores for all the dimensions for performance management were compared. They were found (83.9) and (44.0) respectively. These mean scores of performance management among loyals and disloyals differed significantly. So from the above findings it was clear that loyal employees were having an effective and better role for performance management towards their organization.

A simultaneous and comparative analysis of results and findings shown at various tables and discussion given above shows that there was a positive and significant relationship between the loyalty of employees and their role in performance management which concludes the approval and acceptance of comparison of all the dimensions of performance management such as organizational planning, decision making, effective execution and result producing capability among loyal and disloyal groups shows that the loyal employees were better role player in the performance management in comparison to the disloyal, hypothesis 2 is also accepted and approved.

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