An Analysis of Impact of Age on Task Performance among Non-managerial Employees in State Bank of India

Roopendra Singh[1]; Dr. Rashmi Vaishya[2]

[1]Research Scholar, MATS School of Management Studies and Research, MATS University, Raipur, Chhattisgarh, India.

[1]singhroopendra99@gmail.com

[2]Assistant Professor, MATS School of Management Studies and Research, MATS University, Raipur, Chhattisgarh, India.

[2]rashmiv@matsuniversity.ac.in

Abstract

The National economy of a country is determined largely in terms of the financial growth of its financial institutions. The employee performance has always been the back bone of the organizational performance. The State bank of India, as being the oldest and the most trusted public sector bank especially among rural people, has always tried to live up to the expectations of its customers. This trust on the bank is drawn from the performance of its employees, especially the non-managerial employees such as clerks, accountants, cashiers, window operators, etc. as they are the face of the bank and represent the bank to the customer and to the society. They account for 75-85 percent of total work force of the bank. The purpose of this paper is to study the impact of age on task performance among non-managerial employees in State Bank of India. A sample of 283 employees was selected during 2018-19 through simple random sampling from branches of the bank in the Raipur region. Raipur is the financial hub of Chhattisgarh state and it is a growing capital. The data was analyzed using SPSS-20 software tool. The results revealed that there is a statistical significant difference in task performance of employees on the basis of their age groups where younger employees or new joiners were found to show higher level of task performance than other age groups. It is observed that the non managerial posts include more physically challenging jobs than the managerial posts, as such the experienced employees were seen to be inspiring the subordinates and providing financial guidance to the younger employees, the younger employees are full of energy in carrying out their assigned task significantly. This study has a clear implication where policymakers can frame policies to enhance the performance level evenly among all the age groups.

Key-words: Task Performance, State Bank of India, Non-managerial Employees, Age of Employee, Non Parametric Tests.

1. Introduction

State Bank of India is one of the leading public sector banks in the country. It gives a sense of pride to its employees as a brand image especially among the rural India. The non-managerial employees represent the bank to the customers and to the society. Their performance level determines the customer satisfaction on one hand and organization growth on the other hand. Employee age is considered as the most prominent in deciding the level of employee task performance, The reason for establishment of retirement age among employees may be the decline in efficiency of employees with age. The customers approach the energetic employees with a hope that their financial worries shall be resolved soon. Researchers have mixed views regarding effect of age on employee performance. Some feel that the task performance increases with age and experience while others are of the view that the employee performance declines as they approach the superannuation age. The current research tries to examine the effect of age among non- managerial posts in State Bank of India in determining their task performance.

2. Literature Review

The review of literature consists of the previous studies conducted in the field of age of employees and the employee performance.

A. Employee Age

Nicolas (2019) has observed a significant positive effect of staffing and age on employee performance and a negative moderating effect of age on the above mentioned relationship. According to Adio (2010), retirement age has been necessitated in organizations as the employee-energy level grows with experience but after a certain age this energy declines and eventually the level of employee performance drops. According to Auden (2009), employee productivity is determined by their age and educational qualification. According to Robertson (2003), the turnover intentions among employees is caused by the age difference between the supervisors and their subordinates. Ng and Feldman (2008) analyzed the relationship of age to ten dimensions of employee performance - core task performance, organizational citizenship behavior, creativity, and performance in training programs, counterproductive work behaviors, workplace aggression, on-the-job substance use, tardiness, safety performance and absenteeism. Results showed a strong relationship with seven performance dimensions except for core task performance, creativity and performance in training

programs. The relationship of age with core task performance and counterproductive work behavior is curvilinear.

B. Task Performance

Task performance is the proficiency with which employee perform activities that are formally recognized as part of their jobs. Researchers conceptualize task performance as behaviors that contribute directly or indirectly to the technical core and behaviors that are recognized as part of the job or job description. According to He, J. (2019), Corporate Social Responsibility has a positive effect on social identity, which in turn influences employee Organization Culture Behavior (OCB) and consequently task performance. Social identity and OCB play sequential mediation roles between CSR and task performance. Additionally, there is an inverted U-shape relationship between OCB and task performance. Singh (2019) observed that the study of triads (i.e., the team leader, the team leader's subordinate, and team leader's supervisor) reveals that territoriality and knowledge hiding have negative effect on task performance but positive influence on workplace deviance (i.e., interpersonal and organizational deviance). Another contribution of the study is that knowledge hiding negatively mediates the influence of territoriality on task performance and workplace deviance. Krishnan, R., Loon, K.W., & Tan, N.Z. (2018) found that job satisfaction tends to be the strongest predictor of academicians' task performance compared to work-life balance.

3. Research Objectives

To study the effect of age on task performance in State Bank of India.

4. Hypotheses Formulation

The hypotheses formulated on the basis of research objective are framed below:

Null Hypothesis

H_{01} Employee Task Performance is independent of employee age.

Research Hypothesis

H_{11} Employee Task Performance is dependent on employee age

5. Research Methodology

A descriptive research was undertaken to describe the effect of age on employee task performance. The population consists of 300 non managerial employees from 55 branches in Raipur region. The sample chosen consisted of 283 employees selected through simple random sampling without replacement. The age grouping was carried out in accordance with the scale for employee demographics adopted from Datta, H. (2017) and the scale for task performance was adopted from Karthikeyan, (2012). The scaling technique used was 5 point Likert Scales with coding: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1).

6. Data Analysis

The data collected during survey was subjected to research analysis using SPSS-20 software tool.

A. Reliability Test

The reliability of proposed scale at individual level and dimension level was determined by evaluating the reliability of the scale by Cronbach's alpha which was applied to measure the internal reliability which is most common criteria for the same. The Chronbach alpha value was sufficiently high (.876) and more than .7 thus showing that the scale adopted is reliable to study the problem.

Table 1- Cronbach Alpha

Sl. No.	Component	No. of Items	Cronbach's Alpha
1	Task Performance	7	0.876

(Source: SPSS-20 Software)

B. Response Analysis

The Frequency table below shows the response percentage for the 6 items of the scale.

Table 2- Frequency table of scale items of responses

Q. No.	Item	SD(1)	D(2)	U(3)	A(4)	SA(5)
	Task Performance	**N (%)**	**N (%)**	**N (%)**	**N (%)**	**N (%)**
1	I consider myself to be proficient in technical or functional skills.	--	10 (3.5%)	10 (3.5%)	165 (58.3%)	98 (34.6%)
2	I am effective in handling emergencies or crisis situations.	--	14 (4.9%)	16 (5.7%)	155 (54.8%)	98 (34.6%)
3	I am proficient in written and oral communication.	--	--	--	171 (60.4%)	112 (39.6%)
4	My factual knowledge about specific things or knowing what to do with respect to my job is good.	--	--	4 (1.4%)	162 (57.2%)	117 (41.3%)
5	My ability to inspire, stimulate and get subordinates to work efficiently is commendable.	--	--	16 (5.7%)	168 (59.4%)	99 (35.0%)
6	I am confident and enthusiastic about learning new jobs/ tasks & technologies.	--	8 (2.8%)	4 (1.4%)	164 (58.0%)	107 (37.8%)
7	I consider my adaptability on the interpersonal front to be quite high.	--	--	37 (13.1%)	152 (53.7%)	94 (33.2%)

(Source: SPSS-20 Software)

The responses towards task performance showed that being proficient in job skills with factual knowledge of specific things, the employee considered himself / herself to be effective in handling crisis situations with good communication. The frequency of response revealed that 92.9 % of the employees agreed that they consider themselves to be proficient in technical and functional skills, 95.8 % agreed that they are confident and enthusiastic about learning new jobs/ tasks & technologies.

C. Test of Normality

The test of normality was applied to the data sampled during survey to check the distribution of data to decide the tests to be applied such as parametric / non parametric tests.

Table 3- Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Task Performance	.149	283	.000	.914	283	.000
a. Lilliefors Significance Correction						

(Source: SPSS-20 Software)

The test result showed that data distribution was not normal ($p < 0.05$) hence non parametric tests are recommended for further research analysis. (Shapiro et al, 1965).

D. Non-Parametric Test

The Test proposed is the Kruskal Wallis H Test where the independent variable is the age group and the dependent variable is the task performance.

Kruskal-Wallis H test (sometimes also called the "one-way ANOVA on ranks") is a rank- based nonparametric test that can be used to determine if there are statistically significant differences among two or more groups of an independent variable on a continuous or ordinal dependent variable.

The assumptions for conducting the Kruskall Wallis Test are as follows:-

1. The dependent variable should be measured on a ordinal or continuous scale and necessarily not normally distributed.
2. The independent variable should form categorical independent groups.
3. There should be independence of observations.

Table 4- Non parametric Test

Factor	Task Performance			
Age (Years)	< 25	26 to 30	31 to 35	> 35
N (%)	36 (12.7 %)	104 (36.7%)	100 (35.3%)	43 (15.2%)
Mean Rank	**193.93**	142.56	118.14	152.66
Kruskal-Wallis	24.305			
P- Value	**0.000**			

(Source: SPSS 20 software tool)

E. Percentage Analysis of Employee Demographics

The frequency distribution of the respondents (Table 4) showed that *age* was determined with an interval of 5, not inclined towards any specific age group, maximum contributing being the segment of 26 to 30 years (36.7 %). Other contributing segments were of the age of 31 to 35 years (35.3 %) followed by the age group of 36 and above (15.2 %). The youngest group of population i.e. < 25 years was 24 in number (12.7 %).

F. Impact of Age Group on Employee Task Performance

In the table the highest mean value is 193.93 for younger employees (<25 years), followed by employees in experienced group (> 36 years) with next highest mean of 152.66 The mean of 142.56

and 118.14 for observed for age groups 26-30 years and 31-35 years, respectively. Since **p < .05**, we can say that there is a statistically significant difference in task performance for the different age groups with younger employees of less than 25 years of age showing more significant performance.

Therefore we accept the Research Hypothesis H_{11} that employee task performance depends on Age.

7. Results

The results of the analysis showed that task performance of the non managerial employees is dependent on their age with younger employees (<25 years) showing more statistical significant performance than the employees in 26-30 and 31-35 age groups. The experienced employees (>36 years) also showed more significant performance as they showed their ability to inspire and stimulate the subordinates to work efficiently.

The hypotheses test results are given below:-

Table 5- Non parametric Test

Hypotheses		Outcome
H_{01}	Employee task performance is independent of Age	Rejected
H_{11}	Employee task performance depends on Age	Accepted

8. Discussion

The results of the statistical tests showed that although the State Bank of India is a public sector bank and the employees are more secured in terms of their salary, yet new joiners and younger employees among the non-managerial posts were full of energy and eager to learn more of their bank and its process. They had been struggling earlier to find job in the public sector and on securing the job in SBI, they are performing better and striving to put their best in task assigned to them. It was also revealed that experienced employees were also performing better due to their ability to inspire and stimulate subordinates to work efficiently.

9. Managerial Implications

The age is determining factor in the employee performance and the growth of the organization. The H R policies need to be framed as such to enhance the performance level evenly

among all the age groups. The non-managerial posts include much of the physically challenging tasks as compared to higher posts where there is much mental pressure on the branch managers to keep-up the business level of the branch, therefore efforts should be made to promote a relaxing healthy working environment in the branch with a synergy between the employer and the employee.

10. Limitations

The current research has been conducted in the Raipur region as the area caters to the capital region and is the financial hub of the growing state Chhattisgarh. However, it was intended to cover more geographical areas so that the results could be generalized.

References

Adio, G., & Popoola, S.O. (2010). Demographic variables and self-efficacy as factors influencing career commitment of librarians in federal university libraries in Nigeria. *Library Philosophy and Practice,* 1.

Auden, W. (2009). *Top Management Team and Firm Performance: Empirical Study Based on Companies* Listed Under S. ohio: LAP Lambert Acad.

Dutta, H. (2017). Employee engagement in selected banks of Northern India. Chitkara University, India.

He, J., Zhang, H., & Morrison, A.M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality. *International Journal of Contemporary Hospitality Management, 31*(6), 2582-2598.
    https://doi.org/10.1108/IJCHM-05-2018-0378

Srivastava, D.K. (2012). The Relationship between the Five Factors of Personality, Individual Job Performance and its Components in the Indian Corporate Sector. *International Journal of Advanced Research in Management (IJARM). Journal Impact Factor, 3*(1), 37-55.

Krishnan, R., Loon, K.W., & Tan, N.Z. (2018). The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance. *International Journal of Academic Research in Business and Social Sciences, 8*(3), 652–663.

Ng, T.W., & Feldman, D.C. (2008). The relationship of age to ten dimensions of job performance. *Journal of Applied Psychology, 93*(2), 392-423.

Robertson, I.T., & Cooper, C.L., (2010), Full engagement: the integration of employee engagement and psychological wellbeing. *Leadership & Organization Development Journal.*

Shapiro, S.S., & Wilk, M.B. (1965), An Analysis of Variance Test for Normality (Complete Samples), *Biometrika, 52*(3/4), 591-611.

Singh, S.K. (2019), Territoriality, task performance, and workplace deviance: Empirical evidence on role of knowledge hiding. *Journal of Business Research, 97,* 10-19.