

Influence of Performance Appraisal and Training on Job Satisfaction: A Study on Private Banks

Dr. Sathish Pachiyappan*

Dr. Aishwarya N.**

Dr. Aarth Chellasamy***

A b s t r a c t

Employees are precious assets to accomplish the long-term goals of profit and wealth maximization in an organization. To achieve both, an organization must satisfy the employees by bringing various HR practices such as promotion, training, incentives, performance appraisals, motivation etc. Though several HR practices already exist in private banks, it is uncertain how these practices would influence job satisfaction. The present study attempts to find the influence of HR Practices (Performance Appraisal and Training) on Job satisfaction among the employees in Private Banks. The cross-sectional data was collected through a well-structured questionnaire from 115 respondents who are currently working in a private bank in and around Shimoga, which is located in the state of Karnataka. Under the non-probability sampling methods, the study adopted convenience sampling to collect the sample. Correlation and regression analysis were used to accomplish the objectives. It is evident that both performance appraisal and training are statistically significant and positively correlated with job satisfaction. Among these, the effectiveness of training highly influenced and contributed to satisfying the employees in the private banks.

Keywords: Performance Appraisal, Job Satisfaction, Training, Employees.

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* Assistant Professor, School of Business and Management, CHRIST (Deemed to be University), Bangalore, Karnataka. Email: sathish.p@christuniversity.in

** Dr. Aishwarya N., Assistant Professor, School of Business and Management, CHRIST (Deemed to be University), Bangalore, Karnataka. Email: aishwarya.n@christuniversity.in

*** Dr. Aarth Chellasamy, Assistant Professor, School of Business and Management, CHRIST (Deemed to be University), Bangalore, Karnataka. Email: aarth.c@christuniversity.in

Introduction

Existing studies have indicated that Human Resource Management (HRM) plays a distinctive role in organizational development (Condrey, 1995; Huselid, 1995; Koys, 2001; Chamila et al., 2021). It is a well-accepted fact that HRM practices can bring competitive advantage to organizations in this millennial world. This competitive advantage brings out enhanced organizational performance, creates satisfied employees and promotes citizenship behaviour (Kadiresan et al., 2015). The four important aspects of HR practices include co-operation, communication, recognition and training, and development towards organization commitment. However, not much attention was given to researches in HR practices in emerging countries like India. The Vision and the Mission of a healthy organization are achieved by its Employees. The main objective of the HR department in an organization is to know how job satisfaction influences the productivity and morale of the employee. Job satisfaction of the employees is reflected in their work performances, involvement, less absenteeism and loyalty towards the organization. Managing human capital is the crucial agenda of any organization, and it mainly depends upon the motivation, capability and development of its employees (Akinbode, 2011; Ayanda & Sani, 2011). Healthy HR policies and practices are major determinant factors of an organization's growth (Hallberg & Schaufeli, 2006; Paul & Anantharaman, 2003). Previous research states that "Happy Employees are Productive Employees". Hence, happy and satisfied employees of an organization play a vital role in accomplishing the organization's objective. Hence, ever-changing business organizations and public sector understandings (PSUs) should satisfy employees who play a major tool in accomplishing the organization's objective.

Literature Review

An ample study has been done related to HR practices affecting job satisfaction among employees in organizations. Teseem & Soceters (2006) examined the influence of various HR practices with respect to job satisfaction. The eight HR practices are organizing placement activities, recruitment and selection, training, performance evaluation, compensation, promotion, social security or pension

and empowerment. The study empirically found that all the above-mentioned HR practices significantly influenced employee job satisfaction. On the other hand, Huselid (1995) investigated the relationship between eleven HR practices with regard to job satisfaction. Out of which, compensation, performance evaluation, promotion, and empowerment have a significant relationship with employee job satisfaction. The other HR practices include the selection of employees, job designing, sharing of information, labour management participation, attitude assessment, recruitment and employee training. A study conducted by Locke (1976) suggested that employee satisfaction levels significantly determine the productivity of an organization. Hence, the organization has to give more importance to making employees satisfied with respect to their work. Another suggestion given by Gurbuz (2009) to support the extremely competitive business environment is that firms must adopt proper HR practices that will encourage employee job satisfaction. Pradhan has identified similar results, and Jena (2017) found a statistically significant and positive association between organizational performance and HR practices. Ssesanga and Garrett (2005) stated that HR practices are a significant component of the work environment that affects the satisfaction of university teachers. In the same field, a study investigated by Brown and Hewood (2005) stated that job satisfaction depends on gender. They found that female teachers were highly happy compared to male teachers in the teaching field. Further, the study done by Frye (2004) empirically provides evidence of a positive and significant relationship between job satisfaction of the employees and compensation practices provided by the organization. Elrehail et al. (2019) evidenced the relationship between best HR practices and positive outcomes on individuals and organizational levels such as teamwork, commitment, employee performance and employee creativity. Das & Chaurasia (2020) stated that Public sector banks in India lack certain HR practices such as salary, rewards, employee welfare, and career growth opportunities compared to private sector banks. Good job satisfaction may lead to better performance of the employees, which would influence the accomplishment of the company's goal (Smith et al., 2020). A recent study conducted by Sultan et al.

(2021) stated that the overall level of employee's satisfaction could highly contribute to the overall satisfaction of organizational stakeholders. Al Kurdi et al.(2021) observed that HR Practices and Job satisfaction significantly influence an employees' intention to leave. Also, HR Practices has a statistically significant impact on the job statistician. The study strongly recommends that top management should always make their efforts to assess and continuously improve the organization's HR practices to avoid a high attrition rate and increase the retention rate.

Performance Appraisal

Performing or perishing has become the modern motivation quote in the new business era. Managing employee performance has become a huge challenge for managers in most industries. The productivity of an organization is majorly influenced by the performance evaluation of the employees, which is helpful to assess the overall performance of an organization. Hence, the organization's productivity and performance could be enhanced by evaluating the employee performance (Brown & Benson, 2003). Performance appraisal is one of the important aspects of HR practices in an organization since it would either be a frame of dissatisfaction after not being appreciated or shape a satisfied frame of behaviour after being appreciated. This might create less morale among the employees (Kadiresan et al., 2015). Once the performance appraisal starts effectively in the organization every year, then the commitment of teachers in their work will be increased (Rahman, 2006). On the other hand, a study conducted by Singh (2004) revealed that the performance appraisal increases professional growth by focussing on areas of performance enhancement. Also, the author mentioned that the transparent performance appraisal motivates the workers to work more to accomplish the organizational objectives. Performance matrix, Goal review based appraisal, 360-degree appraisal, option to challenge appraisal are some of the innovation appraisal practices that are practised in the Indian banks (Kujur & Shah, 2016). The performance of the employees could be identified by evaluating the performance of the employees. The employee performance appraisal is considered one of the crucial factors that influence the organization's performance, as it directly contributes to the firm's success (Saleh et

al., 2020). In view of the earlier studies, the following hypothesis is proposed for the study.

H₁ – The effectiveness of the appraisal system has a significant influence on job satisfaction.

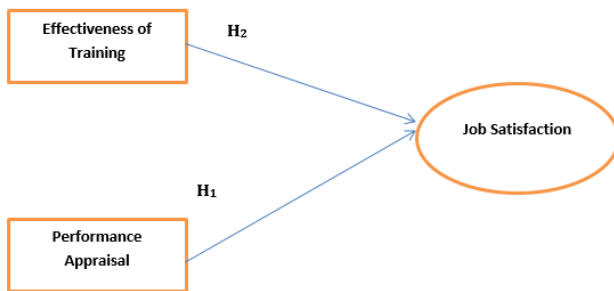
Training System

Employee training is a set of activities that are conducted to enhance the knowledge and skillsets of the employees. It is a dynamic process that has to be conducted all-round the year to ensure effective job performance (Sangkala et al., 2016). Jabbar et al. (2020) studied the influence of administrative practices on the job performance of public university employees. They have collected data from 180 respondents from six public universities in Pakistan. Compensation, career planning, training and development, and recruitment selection are the administrative practices considered, while job performance is measured by interpersonal relations, knowledge of the job, quality of work and productivity. The study empirically proved a significant impact of administrative practices on the performance of university teachers. In the same line, Ahmed and Schroeder (2003) found that employees' performance depends on the satisfaction level of the employees from the administrative practices. There was a positive and significant attitude of the administration toward the employees and the high performance of the employees in the educational institutions (Kehoe and Wright, 2013). Test of trainees, customized training, continued need assessment and arrangement of special projects are some of the innovative training practices conducted in Indian Banks (Kujur & Shah, 2016). Human Resource Management Practices supports the employees by increasing their confidence, motivating them and getting job satisfaction through training and enthusiasm. This, in turn, enhances the effectiveness of the individual's job performance to accomplish the goals of the organization (Astuti et al., 2020). Registering staff in training sessions increases their productivity while providing suitable working conditions and encouraging them to work harder (Dorta-Afonso et al., 2021). In view of the existing studies, the following hypothesis is proposed for the study.

H₂ – Effectiveness of training system has a significant and positive influence on Job satisfaction

An appropriate HR practice impacts the employee's level and the employer's commitment towards their work. If there is too much of work burden in the workplace for the employees, the employees will not be satisfied, and at the same time, the organization could not achieve its targets. This will lead to improper HR practices in the organization. The proper roles and responsibilities of each and every employee depend on the effective HR practices in the organizations. The study makes an attempt to fill the gap of to what extent training and appraisal systems influence employee job satisfaction in private banks.

Proposed Research Model



Objectives of the study

1. To understand the employees' views and perceptions of the existing HR practices in Private Banks.
2. To study the efficiency of the training and performance appraisal system as followed in Private sector banks.
3. To examine the impact of training systems and performance appraisal systems on employee job satisfaction.

Hypothesis

H₁ – The effectiveness of the appraisal system has a significant influence on job satisfaction.

H₂ – Effectiveness of training system has a positive and significant influence on Job satisfaction

Research Methodology

Sample Frame

The study collected data from 115 employees from private banks in and around Shimoga District, Karnataka, to accomplish the objectives. A structured

questionnaire was prepared, and a survey has taken from their respective workplace. Respondents for the study were assured regarding the privacy of their responses. Totally 146 questionnaires were distributed to the respondents and collected back 123 questionnaires. Finally, the study took only 115 responses after removing the biased answers of 8 respondents. Out of 115 respondents, 73 were males, and 42 were females.

Questionnaire

To measure the dissimilar variables of the study homogeneously, data were collected from the employees using a structured questionnaire, Five Point Likert's Scale, which differs from 5=strongly agree to 1 strongly disagree. The study used developed scales for determining different items of the study. The structured questionnaire managed 45 items under different scales for assessing the variables for the study. The variables of the study are mentioned in detail below.

HR Practices: The study is determined to measure the impact of training and performance appraisal on employee satisfaction in private banks. For measuring the effectiveness of the training system, 15 items were taken from Delery and Doty (1996). The Cronbach alpha for this scale was identified to be 0.932 from the analysis of the reliability test, which is acceptable.

The 11 items considered measuring the performance appraisal have been taken from Teseema and Soerers (2006). The Cronbach alpha for this scale was identified to be 0.906, which is satisfactory.

Job Satisfaction:

The study took ten items to measure job satisfaction from the scale developed by Tusi, Egan and O'Reilly III (1992). The Cronbach's alpha value for this scale was found to be 0.88, which is satisfactory for further process.

Data Analysis

Normality test measures the normality of sample distribution using Shapiro-Wilk test and also Kolmogorov-Smirnov test. The outcome of the Kolmogorov-Smirnov test and Shapiro-Wilk test are shown in Table 1. All the questionnaire items have a

p-value of less than 0.05 in the Kolmogorov-Smirnov test and greater than 0.05 in the Shapiro-Wilk test. This clearly indicates that the data is normally distributed. Thus, the normality of the data has been ensured, and parametric tests can be employed further.

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Table 1: Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PA1	0.448	115	0.000	0.589	115	0.070
PA2	0.401	115	0.000	0.653	115	0.082
PA3	0.393	115	0.000	0.679	115	0.091
PA4	0.387	115	0.000	0.673	115	0.062
PA5	0.392	115	0.000	0.675	115	0.069
PA6	0.353	115	0.000	0.721	115	0.091
PA7	0.411	115	0.000	0.665	115	0.076
PA8	0.371	115	0.000	0.705	115	0.065
PA9	0.372	115	0.000	0.698	115	0.081
PA10	0.373	115	0.000	0.697	115	0.067
PA11	0.381	115	0.000	0.687	115	0.102
T1	0.412	115	0.000	0.614	115	0.093
T2	0.349	115	0.000	0.716	115	0.087
T3	0.380	115	0.000	0.680	115	0.073
T3	0.386	115	0.000	0.684	115	0.083
T4	0.418	115	0.000	0.629	115	0.111
T5	0.344	115	0.000	0.722	115	0.090
T6	0.379	115	0.000	0.692	115	0.100
T7	0.348	115	0.000	0.729	115	0.088
T8	0.326	115	0.000	0.747	115	0.096
T9	0.344	115	0.000	0.709	115	0.087
T10	0.356	115	0.000	0.721	115	0.079
T11	0.381	115	0.000	0.693	115	0.064
T12	0.419	115	0.000	0.651	115	0.059
T13	0.404	115	0.000	0.661	115	0.089

T14	0.424	115	0.000	0.627	115	0.099
T15	0.491	115	0.000	0.474	115	0.124
JS1	0.443	115	0.000	0.590	115	0.187
JS2	0.398	115	0.000	0.666	115	0.095
JS3	0.372	115	0.000	0.705	115	0.109
JS4	0.406	115	0.000	0.656	115	0.066
JS5	0.402	115	0.000	0.663	115	0.190
JS6	0.395	115	0.000	0.669	115	0.097
JS7	0.389	115	0.000	0.678	115	0.156
JS8	0.344	115	0.000	0.722	115	0.107
JS9	0.321	115	0.000	0.745	115	0.089
JS10	0.497	115	0.000	0.459	115	0.077

^a Lilliefors significance correction

Note: PA – Performance Appraisal ; T- Training Effectiveness; JS- Job Satisfaction

Reliability Test

Table 2 presents the Cronbach's (alpha) values indicating the reliability of the study constructs. The number of items refers to the number of questions in the questionnaire which is a total of 36 items excluding demographic details. The results show the value $\alpha = 0.906$ for Performance Appraisal, $\alpha=0.932$ for Training Effectiveness and $\alpha= 0.886$ for Job Satisfaction. As all the alpha values are greater than 0.85, it indicates that the instrument used in the study is highly reliable.

Table 2: Results of Reliability Analysis

Constructs	No. of items	Reliability (Cronbach's Alpha)
Performance Appraisal	11	0.906
Training Effectiveness	15	0.932
Job Satisfaction	10	0.886

Factor Analysis

The factor analysis is usually performed to identify the latent factor or factors that underlie the observed variables. The major purpose of factor analysis serves to dimension reduction in order to minimize the 'dimensions' of the study.

In this study, since the factors are already identified, the confirmatory factor analysis is carried out. Further, KMO and Bartlett's test is examined in order to test the sample adequacy. The KMO is the Kaiser-Meyer-Olkin measure to check for the sampling

acceptability. This compares the degrees of observed correlation coefficients to degrees of partial correlation coefficients. The KMO value should be greater than 0.8 to establish sample adequacy.

Bartlett's test of sphericity signifies that the correlation matrix is statistically and significantly different from an identified matrix, in which the relationships between the variables are all zero.

The Bartlett test value should be significant at 0.001. Table 3 gives the KMO & Bartlett's test, and factor extracted results as follows.

Table 3: KMO and Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	13352.671
	df	1326
	Sig.	.000

Total variance explained is one of the significant metrics to be estimated in the factor analysis. It explains the total variability of the original variables explained towards each of the factor solutions. When the size of the factors is increased in the factor analysis, the total variance explained is increased. In total variance explained, the Eigenvalues refers to the variance accounted for, in terms of a number of items (measuring variables) worth of variance each explains. The per cent of Eigenvalues (per cent of variance) is the per cent of covariation among items accounted for each factor before and after rotation. The total variance value should be greater than 50, which indicates that the model is satisfactory. And if the value is greater than 60, then the model is well predictable. The total variance extracted is found as 52.094, which further indicates that the model is good, predictable for inferential analysis.

Correlation Analysis

In order to identify the relationship between the variable of the study, correlation analysis is done. Table 4 denotes the outcome of the correlation matrix as follows

Table 4: Correlation Analysis

Constructs	Perfor_App	Training_eff	Job_Satis
Perfor_App	1		
Training_eff	.324**	1	
Job_Satis	.273**	.431**	1

** Statistically significant at the 0.01 level (2-tailed).

Table 4 shows the output of correlation analysis. It is empirically found that the employee performance appraisal has a positive and significant relationship with job satisfaction by 27.3 per cent at a 1 per cent significance level. Similarly, there is a positive and significant relationship between Training Effectiveness and job satisfaction by 43.1 per cent at a 1 per cent significance level.

Regression Analysis

The regression analysis was used to identify the level of influence between sets of variables selected. This influence is measured by taking the coefficient value of each independent variable. If the t-value is equal to or more than two, then that particular coefficient value significantly causes variation in the dependent variable; else, it is not considered for interpretation. The overall fitness of the equation is measured by F - statistics. In addition, the R^2 value of an equation is taken to interpret the overall variation explained by the independent variable.

Table 5: Results of the Linear Multiple Regression Analysis Predicting Job Satisfaction (n = 115)

Variables	β	Std. err. of β	B	t-statistics	p-level
Constant	1.879	.276	-	6.807	.000**
Perfor_App	0.112	.047	.117	2.393	.017**
Train-ing_eff	0.314	.045	.344	6.983	.000**
$R = 0.476$, $R^2 = 0.375$, $adjusted\ R^2 = 0.368$, $F(3,384) = 6.444$, $p < 0.000$; $std.\ err.\ of\ estimate: 0.417$; ** significant at the 5 per cent level					

A linear multiple regression analysis was executed in order to determine the contributions of the dependent variables for the prediction of job satisfaction. All the independent variables entered are shown in Table 5. The three factors such as

Employee perception on performance appraisal, training effectiveness for 37.5 per cent of the variance in job satisfaction, $F(3, 384) = 36.899 < .001$. Among all these independent factors, training effectiveness contributed significantly in predicting job satisfaction, followed by the performance appraisal, which represents the beta coefficient in the table.

Results and Discussion

The present study empirically provides that training effectiveness has a positive and significant relationship with employee job satisfaction in private banks. More training opportunities provided to employees leads to greater productivity, which paves the way to more satisfaction in the work setting. Further effective performance appraisal system motivates them to perform better in order to get incentives, bonuses and promotions. Overall these HR practices help to achieve greater job satisfaction. In line with this, the correlation analysis indicates that training and performance appraisal significantly lead to employee job satisfaction. Hence, *H1 is accepted*.

In addition, regression outcome reveals that the effectiveness of the training system has a positive and significant influence on job satisfaction while the performance appraisal system has a less significant impact on job satisfaction in the private banks. The existing training system of the banks highly contributed to the performance appraisal system towards the employee's job satisfaction. Hence, *H2 is accepted*. The study results are similar to the line of existing studies Ssesanga and Garrett (2005), Gurbuz (2009) and Kadiresan et al. (2015).

With these results, the study would recommend that employees' performance contributes less to employee job satisfaction. It clearly pointed out that selected private banks have to evaluate the employee performance on time and provide promotions, bonuses, increments on salary and other incentives on time without fail. This would help the bank employees to survive and beat the inflation in the country. Since the effectiveness of the training system highly contributes to employee job satisfaction, the selected private banks may concentrate on other significant factors to increase the level of job satisfaction and productivity of the employees.

Conclusion

The present study is conducted to determine the employee perceptions of Human Resource practices on Job Satisfaction in selected private sector banks of Shimoga District in Karnataka. The study has collected data from 115 respondents working in the private sector banks. Two important factors have been considered, namely the effectiveness of the training system and performance appraisal. These factors are considered as explanatory variables to determine the employee perception towards human resource practices, and Job satisfaction is considered as an endogenous variable for the study.

The study empirically provides the evidence that employee perception on performance appraisal and effectiveness of training system in the private banks are statistically significant and have a positive relationship with employee job satisfaction. Employee perception on performance appraisal, and training effectiveness, accounted for 47.5 per cent of the variance in job satisfaction. Among all these independent factors, training effectiveness contributed significantly in predicting job satisfaction, followed by the performance appraisal.

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