

The Mediating Effect of Job Satisfaction on the Relationship of Training & Development and Performance Appraisal System on Employee Performance: Empirical Evidence from Private Commercial Banking sectors in Eastern Province of Sri Lanka.

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Abstract

The purpose of this research is to examine the effects of the Training and Development and Performance Appraisal system on Employee Performance through the mediating role of Job satisfaction in the private commercial Banking sectors in the Eastern Province of Sri Lanka. The Questionnaires were administered to collect primary data from the 200 managerial and non-managerial level employees in the private commercial banking Sectors in the Eastern Province of Sri Lanka. Structural Equation modeling was used to analyze the structural relationship between research variables using Smart PLS-4.0. The findings of this study revealed that the Training & Development and Performance Appraisal systems have a significant and positive relationship with employee performance and job satisfaction mediates the relationship among variables. Data have been gathered from private commercial banking Sectors operating only in the Eastern Province of Sri Lanka. Thereby the findings of the study should not be generalized to the whole banking Sector operating throughout the country. The findings of the study provide clear guidance to the banking practitioners / policy makers to take further steps in achieving the organizational goal through the employee performance. The study contributes to the current literature by linking Training & Development and Performance Appraisal System to employee performance through job satisfaction in the banking sectors of Sri Lanka

Keywords: Training and Development, Performance Appraisal System, Job Satisfaction, Employee Performance.

Introduction

In the realm of contemporary organizational management, the pursuit of sustainable competitive advantage hinges significantly on the optimization of human capital. Within this context, the private commercial banking sector of Sri Lanka stands as a crucial arena where talent management strategies play a pivotal role in driving organizational performance and fostering long-term success. Among the key determinants shaping employee performance in this sector, training and development initiatives, coupled with robust performance appraisal systems, emerge as central pillars of organizational effectiveness (Naveed et al., 2021).

The strategic alignment of training and development programs with organizational objectives not only cultivates employee competencies but also enhances their adaptability to dynamic market demands and technological advancements (Gao and Sun, 2018). Likewise, the implementation of effective performance appraisal systems serves as a mechanism for evaluating employee contributions, providing feedback, and aligning individual goals with organizational objectives (Bakker et al., 2020). Consequently, the interplay between these organizational interventions holds significant implications for enhancing employee performance within the private commercial banking sector of Sri Lanka.

However, amidst these organizational interventions, the role of employee job satisfaction emerges as a critical mediating factor that influences the relationship between training and development initiatives, performance appraisal systems, and employee performance outcomes (Chambel et al., 2019). Job satisfaction, characterized by employees' perceptions of their work environment, job content, and organizational policies, plays a crucial role in shaping their attitudes, motivation, and ultimately, their performance (Wright and Cropanzano, 2000).

In the context of Sri Lanka's private commercial banking sector, where talent retention and motivation are paramount, understanding the mediating effect of job satisfaction becomes imperative for organizational leaders and human resource practitioners. By elucidating the mechanisms through which job satisfaction mediates the relationship between training and development initiatives, performance appraisal systems, and employee performance, organizations can refine their strategies, allocate resources judiciously, and cultivate an environment conducive to fostering employee engagement and productivity.

Therefore, this study seeks to empirically investigate the mediating effect of job satisfaction on the relationship between training and development initiatives, performance appraisal systems, and employee performance within the private commercial banking sectors of Sri Lanka. By drawing on empirical evidence from this specific context, the research aims to provide insights tailored to the region's socio-economic dynamics and organizational landscape, thereby contributing to the body of knowledge on talent management practices and organizational performance enhancement.

Objectives of the study.

1. To determine the influence of HRM practices on Employee Job Satisfaction in private commercial banks of Sri Lanka.
2. To determine the influence of HRM practices on Employee Performance in private commercial banks of Sri Lanka
3. To find the relationship between the HRM practices and employee Job Satisfaction and Performance.
4. To examine the influence of Job Satisfaction and Employee Performance
5. To examine the influence of Job Satisfaction as mediator on Employee Performance

Literature Review

Training and Development:

Training involves the systematic acquisition and development of the knowledge, skills, and attitudes required by employees to perform their tasks or improve their job performance. On the other hand, development has a longer-term focus and is concerned with enhancing an individual's overall portfolio of competencies (Truss, Mankin, and Kelliher, 2012). Training and development are essential HRM practices used to socialize, motivate, and equip employees with the necessary knowledge and abilities to accomplish organizational goals (Cappelli, Singh, Singh, and Useem, 2010).

Performance Appraisal

Performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization (Islam and Rasad, 2006). Performance management is a systematic process for improving organizational performance through the performance of individuals and teams (Armstrong, 2009). Performance appraisal (PA) is implemented by organizations as a formal system to review and evaluate individual or team performance and an individual's performance is reviewed on a continuing basis (Mondy and Martocchio, 2016). The effective performance appraisal system is a mean to upgrade employee performance and to create their satisfaction. Employee's performance should be appraised periodically and organization can get the information about the efficiency of the organization (Chahal et al., 2013). Performance appraisal is not only for understanding the difference between actual and expected performance of employees but also for gaining job satisfaction of employees through transparent appraisal results. Thus, the measurable performance standards, the required training and feedback, and attractive incentives are essential requirements to eliminate performance deficiencies (Dessler, 2017)

Relationship between Training & Development and Employee Performance

Training and development encompass the comprehensive set of strategies employed by organizations to equip both new recruits and existing employees, already engaged in their roles, with the essential skills, knowledge, and competencies necessary for successful job performance within the organizational framework (DeNisi and Griffin, 2001). The practice of training and development is widely acknowledged as a pivotal and highly effective process aimed at achieving positive outcomes in the domain of strategic Human Resource Management (Jerez Gómez, Céspedes Lorente, and Valle Cabrera, 2004).

The training process holds a pivotal role in human resource management across diverse organizations. Its primary objective is to enhance employees' effectiveness, competencies, and skills, thereby fostering the highest levels of quality and productivity, ultimately ensuring the organization's efficient and effective competitiveness (Alkali and Mansor, 2017). As firms seek to optimize their performance, training plays a crucial role in facilitating the development of knowledge and skills necessary for their success (Shipton, Fay, West, Patterson, and Birdi, 2005).

Undoubtedly, training serves as the cornerstone of boosting productivity (Pfeffer, 1998). Specialized institutions focusing on employee training in various disciplines engage in rigorous programs to expedite the acquisition of skills, capabilities, and competencies (Chen and Huang, 2009). Given the rapid pace of technological advancements, the human resource department must consistently work to elevate the capabilities and skills of employees. By training employees on the latest programs and technologies, organizations can augment the quality and aptitude of their workforce (Tabassi, Ramli, and Bakar, 2012). In this dynamic landscape, skilled and highly qualified employees have become indispensable requirements for the success of many organizations. Previous studies were conducted with different numbers of training and development practices on employee performance.

Adeyemi et al (2021) investigated the impact of professional training on employee performance in selected money deposit banks in Nigeria. The findings of their research showed that a strong, positive, and statistically significant relationship between professional training and development and employee performance.

Similarly, Sellar (2022) conducted a study among 150 executives working in private banks within the Colombo area, Sri Lanka. The focus of the research was to examine the effect of training and career development on employee performance, considering the moderating influence of job satisfaction. The outcomes of the study indicated that training and career development significantly and positively impact employee performance, with job satisfaction playing a moderating role in this relationship.

Again another study conducted by Manoj (2018) to investigate 100 employees from various banks in India. The main objective of the research was to examine the impact of training and development on employee performance in the banking industry. The findings revealed a significant association between Training and Development programs and Employee performance.

Relationship between Performance Appraisal System and Employee Performance

Performance appraisal can simply be defined as assessing employees on how well they do their jobs based on performance scale (Dessler, 2000). According to Joarder and Ashraf (2012), performance appraisal is a key to providing incentives for talented personnel to be satisfied with the organization.

Again, performance appraisal is seen as continuous process not just a year exercise. It is the official system of time-to-time evaluation and assessment of an employee or group's job performance and making sure feedback is provided when due (Islam and Siengthai, 2012).

In general, performance appraisal is a process in which an organization or by selected agency evaluate the organization employees in order to find out their performance level as well as using it as mechanism for upgrading, sacking and organizational decision making. Previous studies were conducted with different numbers of Performance appraisal system practices on employee performance.

In the study conducted by Khan, Saha, and Pal (2018), the primary objective was to ascertain the relationship between performance evaluation and employee performance. The study aimed to provide empirical insights into this relationship within the context of higher education institutions in Pakistan. The research focused on a sample of 150 employees working in public sector universities. The findings of the study illuminated a positive correlation between performance assessment and employee performance specifically within public sector universities situated in Khyber Pakhtunkhwa, Pakistan.

Additionally, in a study by Idemobi and Onyeizugbe (2011), the focus was on evaluating performance management's crucial role in enhancing effectiveness within public organizations in Delta State, Nigeria. The methodology involved the distribution of questionnaires to 44 respondents who were chosen from five distinct public organizations in Delta State. The outcomes of the study revealed the noteworthy impact of performance review techniques on employees' performance and further established a substantial association between performance incentives and the morale of employees.

Moreover, Kibichii, Kiptum, and Chege (2016) conducted a study investigating the Impact of the Performance Management Process on Employee Productivity in the context of Commercial Banks in Turkana County. The research adopted a descriptive survey research design and involved a target population of 200 employees. Utilizing this, a sample size of 133 was determined. The study's results indicated that certain aspects of the performance management process, including the performance appraisal system, training and development programs, and the reward system, substantially impact employee productivity.

Job Satisfaction as the mediator

Sandika, Rupasena, and Abeywickrama (2019) stated that job satisfaction is the employees feeling about the good and bad conditions of the organizations. Moreover, job satisfaction is the degree of employees' happiness with the organization and their duties. When employees have a better environment from the organizations according to their needs and wants, they are happier in organizations. Job satisfaction is considered as a mediator in this study, the employees perform better when they have strong human resource management practices but their satisfaction level in organizations scales up the performance of employees. Similarly, the employees are satisfied in the organizations because they are less absent from the workplace, less turnover, high level of morality and ethics for the organizations and high citizenship behavior (Armstrong and Taylor, 2014). They are more involved in positive outcomes when they are more satisfied. The success of an organization depends upon the degree of satisfaction of the employees in the organization. The workers are not leaving the organizations when they are satisfied from the organizations. The retention of old employees can be possible by employees' job satisfaction. In this way, the employees achieve high-level goals and gain competitive edge in the organization. The extremely happy employees attain high performance and gain a competitive edge for the organizations Ölçer and Florescu (2015). According to previous research highly satisfied employees are important for the present economy. The more satisfied employees assure better success in the organizations (Culibrk, Delic, Mitrovic and Culibrk, 2018).

Job satisfaction is a vigorous outcome that can be growing by increasing employee motivation. It is one of the noteworthy features that change the behavior of workers in organizations. Several studies provide several factors for improving job satisfaction. Some studies designate that pay is a preliminary influence in cultivating job satisfaction, but some studies explain that social respect is one of the common factors for job satisfaction (Lambrou, Kontodimopoulos, and Niakas, 2010).

Hypothesis Development

H1: There is a positive and significant relationship between Training & Development and Employee Performance

H2: There is a positive and significant relationship between Training & Development on Job Satisfaction

H3: There is a positive and significant relationship between Job Satisfaction and Employee Performance.

H4: There is a positive and significant relationship between Performance Appraisal System and Employee Performance.

H5: There is a positive and significant relationship between Performance Appraisal System on Job Satisfaction

H6: Job Satisfaction mediates the relationship between Training & Development on Employee Performance.

H7: Job Satisfaction mediates the relationship between Performance Appraisal System on Employee Performance.

Research Framework

Based on the hypothesis developed and theoretical explanation, the research framework was developed. As shown in Fig,1

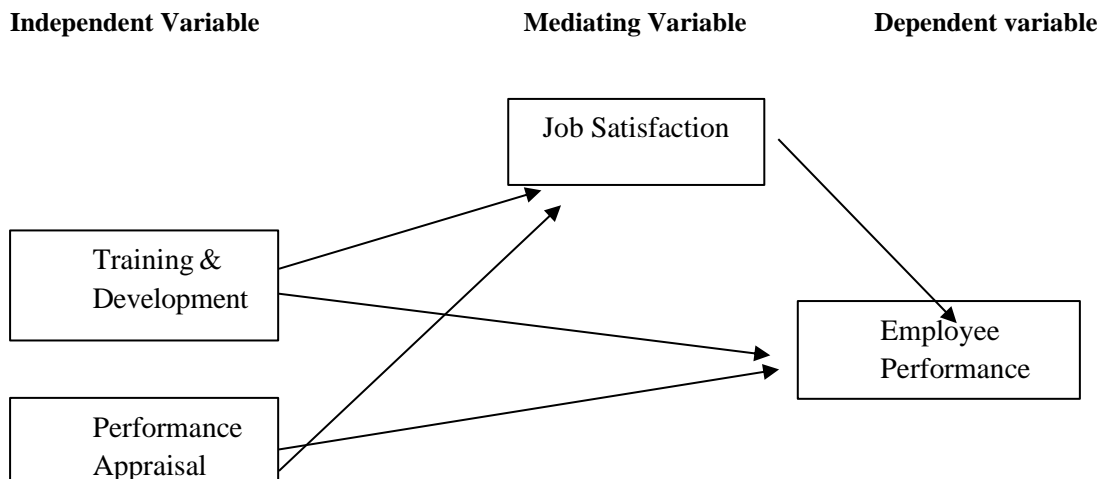


Figure 01: Research Framework

Methodology

This study is based on the quantitative research method. Data gathered by questionnaire is referred to as quantitative data, which involves the use of a more structured plan for data collection. Gathered data are used to analyze the effects of Training and Development and Performance Appraisal System on employee performances in private commercial banking sectors in the Eastern Province of Sri Lanka. A total of 200 bankers covering all the managerial and non-managerial levels were taken as the sample of the study by using the Random sampling techniques from six banks and the branches which are located in the Eastern province to collect the data. For the data collection, a structured questionnaire was used. The questionnaire consists of two main sections with 36 questions, Structural Equation modeling was used to analyze the structural relationship between research variables using Smart PLS-4.0.

Data Analysis

Assessment of Measurement Model

The current study used SmartPLS (4.0) to assess of measurement model, which included convergent validity and discriminant validity. Table 1 shows the results of convergent validity, where all the items have loadings ranging from 0.990 to 0.996. Regarding Cronbach's Alpha and Composite Reliability (CR), all variables achieved values more than 0.7. Meanwhile, all variables achieved values more than 0.5 regarding Average Variance Extracted (AVE).

Thus, all variables achieved values greater than the proposed threshold value by Hair et al. (2016).

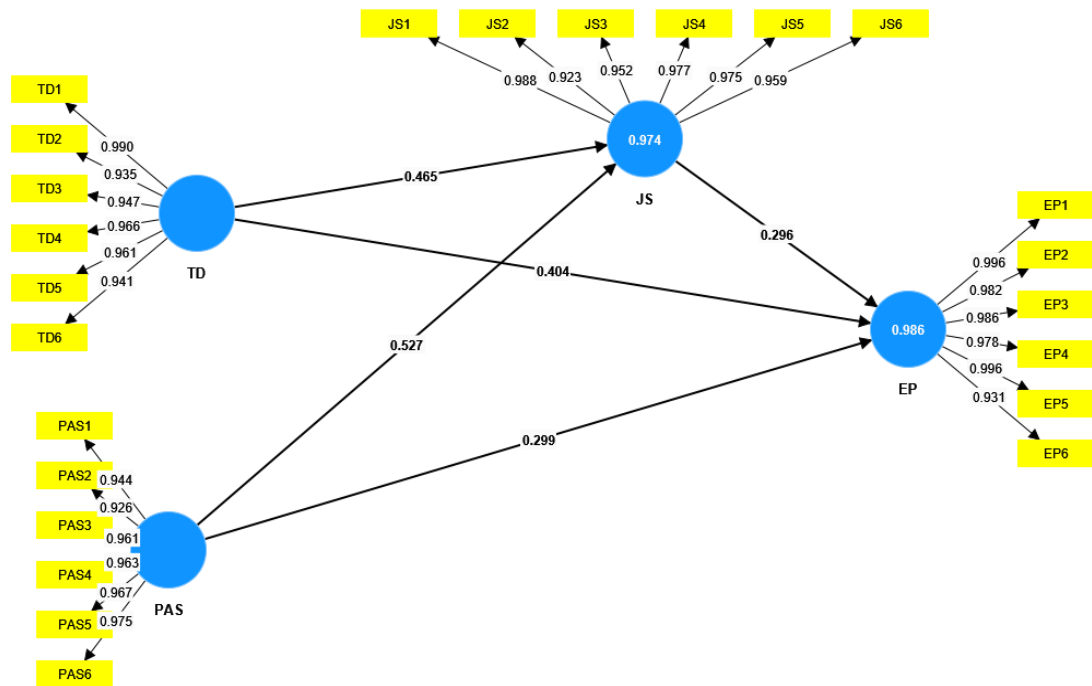


Figure 02:

Table 01: Factor Loadings, Cronbach's Alpha, Composite Reliabilities and Average Variance Extracted

Items	Factor Loadings	Cronbach's Alpha	Composite Liability (CR)	Average Variance Extracted (AVE)
TD1	0.990	0.982	0.985	0.916
TD2	0.935			
TD3	0.947			
TD4	0.966			
TD5	0.961			
TD6	0.941			
JS1	0.988	0.984	0.987	0.926
JS2	0.923			
JS3	0.952			
JS4	0.977			
JS5	0.975			
JS6	0.959			
PAS1	0.944	0.981	0.985	0.915
PAS2	0.926			
PAS3	0.961			
PAS4	0.963			
PAS5	0.967			
PAS6	0.975			
EP1	0.996	0.991	0.993	0.957
EP2	0.982			

EP3	0.986			
EP4	0.978			
EP5	0.996			
EP6	0.931			

Discriminant validity was investigated based on for Fornell & Larckers criterion to assess the discriminant validity. As per the criterion the values of square root of AVE of a variable should be greater than its correlation with other variable as per the table 2 square root of AVE for all the variables is greater than the correlation with other variables. Hence, it does establish the discriminant validity. (Hair et al., 2016).

Table 02: Discriminant Validity Based on Fornell & Larckers criterion

	EP	T&D	JS	PAS
EP	0.978			
TD	0.770	0.957		
JS	0.659	0.610	0.962	
PAS	0.593	0.630	0.765	0.956

Assessment of Structural Model

In order to assessment of structural model, the path coefficients were created using the PLS algorithm embedded with Smart PLS (4.0) as shown in Figure 3.

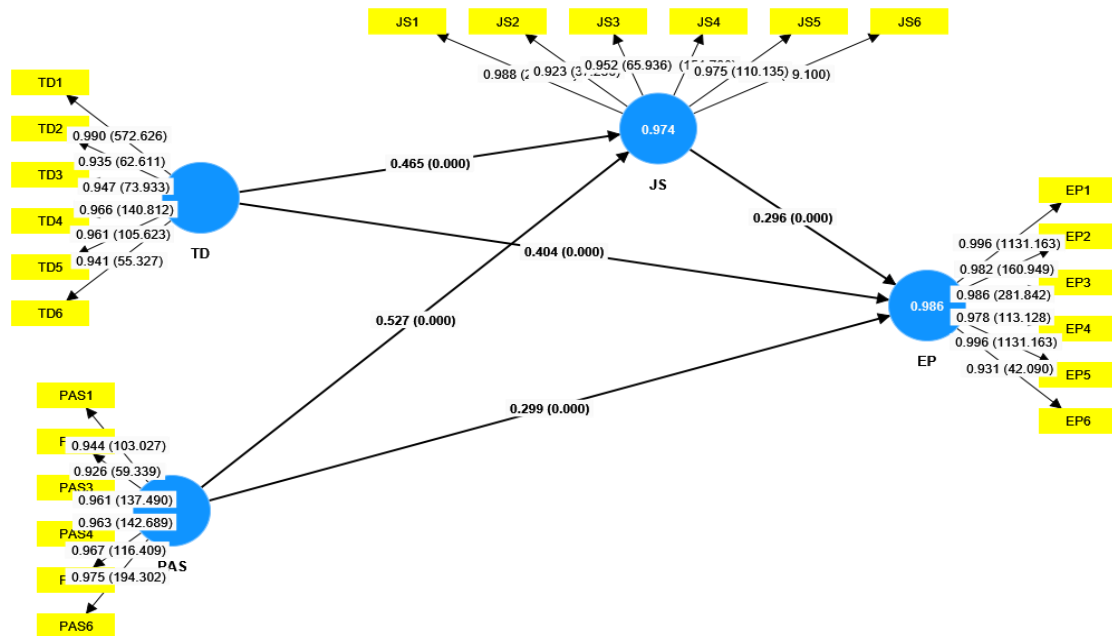


Figure 03:

After created the path coefficients, the next step was testing the P-Values and T-Values for each path coefficient in order to conclude whether the hypotheses are statistically significant or insignificant using bootstrapping techniques embedded with Smart PLS (4.0). Table 3 shown the hypotheses test.

Table 03: Path coefficient (Direct Effect)

	Beta	STDEV	T statistics	P values	Decision
TD -> EP	0.404	0.071	5.672	0.000	supported
TD -> JS	0.465	0.076	6.110	0.000	supported
JS -> EP	0.296	0.077	3.852	0.000	supported
PAS-> EP	0.299	0.065	4.598	0.000	supported
PAS-> JS	0.527	0.076	6.895	0.000	supported

As shown in Table 3, Training & Development have a positive direct effect on employee performance (Path Coefficient = 0.404; T-Value = 5.672; P-Value = 0.000), therefore H1 was supported. In contrast, Training & Development have a positive direct effect on job satisfaction (Path Coefficient = 0.465; T-Value = 6.110; P-Value = 0.000), therefore H2 was supported. Moreover, job satisfaction has a positive direct effect on employee performance (Path Coefficient = 0.296; T-Value = 3.852; P-Value = 0.000), therefore H3 was supported. Similarly, Performance Appraisal system have a positive direct effect on employee performance (Path Coefficient = 0.299; T-Value = 4.598; P-Value = 0.000;), therefore H4 was supported. In contrast, Performance Appraisal System have a positive direct effect on job satisfaction (Path Coefficient = 0.527; T-Value = 6.895; P-Value= 0.000), therefore H5 was supported.

Table 4: Specific Indirect Effects

	Beta	(STDEV)	T statistics	P values	Decision
TD -> JS -> EP	0.138	0.044	3.100	0.001	Supported
PAS -> JS -> EP	0.156	0.046	3.367	0.000	Supported

As shown Table 4 Job satisfaction mediated the effect between Training & Development and Employee performance (Beta = 0.138, T value = 3.100, P value = 0.001), therefore H6 was supported. Similarly, Job satisfaction mediated the effect between Performance Appraisal System and Employee performance (Beta = 0.156, T value = 3.367, P value = 0.000), therefore H7 was supported.

Conclusions

The study was conducted in private commercial banking sectors and examined the Effects of Training and Development and Performance Appraisal System on the performance of the employees and examined the mediating role of Job satisfaction. The findings revealed that the dimensions of Training and Development and Performance Appraisal system have significant impact on the performance of the employees in the private commercial Banking sectors in Eastern province of Sri Lanka. Therefore, the findings confirm the hypotheses. And the findings show that staff thinks that Training and Development improves the relationships, communications and capacity of staff to be flexible with evolving operations. Thus, these things show that arranging regular Training and Development procedures will give insight to the staff who works in private banks to achieve the better output of staff. and motivating the staff intrinsically will lead to improve the job performances of the employees who are working in the private commercial banking sector of Sri Lanka.

Thus, the paper adds to literature and bridges the gap between theory and practice in pinpointing new empirical evidence on Training and Development practices and Performance Appraisal System on the performance of the employees

Implications

The study also benefits academics, top managers, consultants and practitioners in terms of educating, providing support, and raising awareness on the impact of Training and development practices and performance Appraisal system on the performance of the employees in the private commercial banks.

Limitation

For data collection, only questionnaire was used. In future studies mix methods for data collection could be used. In addition, sampling results may not conform to the total population results. Therefore, the results cannot be generalized to all public and private banks. The current study looked into the significant effects of Training and Development practices and Performance appraisal system on the performance of the employees in banking sectors in Sri Lanka. It focused only on two dimensions of human resources management practices namely: Training and Development, and Performance Appraisal System. Therefore, the researchers recommend to investigate other dimensions of human resources management practices such as work force planning, recruitment and selection, staffing, wages and salaries administration, Labor Relation.

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