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Employee perception regarding the appraisal systems in the banking industry: An integrating relationship with human resource planning

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Abstract

The focus of this study is to describe the employee perception of performance appraisal systems in the banking industry and creates a link with human resource planning. This study wants to indicate a proper summation of the performance appraisal system and human resource planning at the same time it measures employee perception whereas effective human resource planning determines positive results in the performance appraisal system. Herewith measuring employee perception regarding the performance appraisal issues is also a key point here. The study is both quantitative and qualitative in nature. Altogether fifty respondents were taken for analyzing the research. A detailed thematic analysis has been used for qualitative research analysis. For quantitative analysis mean, standard deviation, and ranking, an independent sample T-test and one-way ANOVA has been used. Results of this study reveal the effectiveness of performance appraisal tools. There is no significant difference in employee perception based on gender. The study also reveals that there is a difference in employees' perceptions among branches. Another result has also found out regarding qualitative analysis that there is a link between human resource planning and employee performance appraisal systems. Only fifty respondents were considered and this research is limited to specific human resource functions. This research will provide its contribution to the banking industry in Bangladesh regarding the effectiveness of the performance appraisal system and human resource planning.

Keywords: Bank, effectiveness, human resource planning, and performance appraisal

1. Introduction

Researchers have found performance appraisal as one of the most inconveniencing areas that creates disturbance as well as dissatisfaction within the field of human resource management study (Allen & Mayfield 1983) ^[8]. Performance management is the built-in form of performance appraisal. According to the discussion of Heywood *et al.*, (2017) ^[33] some subjective judgments are needed to measure employee performance and these judgments are related to the delivery of feedback in case of work assignments, training needs, promotion, and so on. Additionally, Idowu, A., (2017) ^[35] clarifies that conventionally, organizations along with their management system have already given their utmost focus on employee performance and it's the inauguration of presenting criteria of performance appraisal. With the examination of the previous decade's studies researchers arrive at this point that performance appraisal presents a wide range of measurement criteria for the subordinates Iqbal *et al.*, (2015) ^[39]. Along with this discussion Diamond, H. (1962) ^[23] denotes that, the effectiveness of the employee measurement criteria evaluates the utility of some human resource programs and such programs are related to employee recruitment and selection, orientation, employee benefits, etc. Human resource specialists have conventionally concentrated on employee performance appraisal and by this time they have developed the criteria of performance appraisal system that might be beneficial in the vindication of employee performance. However, Samolejová *et al.*, (2015) ^[88] assert that in the successful operation of human resource management, planning for the future long-term goals and arranging the current operations to ensure the specific

measures is much more needed. In a more traditional way, human resource planning (HRP) includes the areas (e.g., training, employee benefits, absenteeism, etc.) of human resource management which are the supporting factors in the fulfillment of company objectives (Samolejová *et al.*, 2011). In accordance with the clarification of Huber, D. L. (2006)^[34] forecasting the expectations of employees and their activities has a great impact on their performance. Thus effective planning for the activities of human resources creates a bridge with the effectiveness of employee performance. In a sense, Tomey, A. M. (2004)^[93] argues that the purpose of employee performance appraisal stands with the training needs, salary, benefits program, and other HRP activities.

Iqbal *et al.* (2015)^[39] in their study with performance appraisal, gave explanations on an integrated framework of the performance appraisal criteria effectiveness and identified the reactions of the respondents along with their ratings. Herewith, Idowu, A. (2017)^[35] clarifies the effectiveness of performance appraisal and the researcher here shows the moderating effect of performance appraisal which works as a tool for employee motivation. Akinbowale *et al.*, (2013)^[5] in their study denote the performance appraisal system of bank employees and here they gave an argument about the extent of contribution of the bank as a workplace on employee's performance. Merugi, D. (2015)^[54] claims in his study that an effective performance appraisal system can find out skilled employees, and those skilled employees are much more important for the proper HR planning. Along with this discussion, Utama & Rustamaji (2018)^[95] shortly examined the importance of performance appraisal systems in the field of human resource planning. However, research in the field of performance appraisal relating to other factors as motivation, work-life balance receiving little concern. Consequently, a limited amount of research in the case of the performance appraisal system has been conducted on human resource planning. There should be more and more in-depth research in these fields. Nevertheless, there is very little research in the field of human resource planning and no research has been focused on the direct relationship between performance appraisal effectiveness and human resource planning in past literature especially in Bangladesh. Hence, no research has been carried out focusing on the banking sector in this field. Moreover, it's also difficult to quantify human resource planning according to the performance appraisal system yet it's not impossible.

The intention of this study is to describe the integration of human resource planning with employee performance appraisal systems. The scheme of this study is not only to objectify the integration of human resource planning and employee performance appraisal systems but also to represent employee perception regarding the effectiveness of performance appraisal systems. To satisfy this intention, this paper explores several research objectives:

1. To describe the integration of human resource planning with employee performance appraisal systems.
2. To evaluate employee perception regarding the effectiveness of performance appraisal tools.
3. To identify the difference in employee perception based on gender.
4. To identify the difference in employee perception based on branch.

2. Literature review and hypothesis development

2.1 Performance Appraisal

Many researchers defined Performance appraisal as a formal procedure because the review system is held by the authority on a continuous basis. Totty, P. (2009)^[94] claims that it is a system that evaluates and reviews an individual's or team's performance. The word "Parfournir" is the original word from where "Performance" comes. According to Muchinsky, PM. (2012)^[59] performance appraisal also can be called performance evaluation or performance review. Henceforth, Saeed & Shahbaz (2011)^[79] in their study also describe performance appraisal as a standardized, identical criterion that is used to benchmark employees' performance on a continuous basis. In the opinion of Armstrong, M. (2012)^[9] altogether the process of performance management designs the procedures of performance appraisal. Naz *et al.*, (2016)^[61] assert that is measured to investigate the company's overall success that reflects in total asset, total equity capital, and profitability of the firm. Expanding the definition of Fletcher, C. (2001)^[27] this formal process is a practice of Human Resource Management and the scholars get attracted to it. On the other hand, it enhances employees' effectiveness (Islami *et al.*, 2018)^[38]. However, Baron and David (1999)^[12] declared that this process includes some functions as; employee monitoring, communicating goals with the workers, evaluating training strategies, etc. They also mentioned that the appropriateness of the process depends fully on the characteristics and HRM practices of the organization Baron and David (1999)^[12]. In the opinion of Jeffrey and Linda (2010) in most cases, performance appraisal is treated as a negative procedure and many employees dislike it. In accordance with their study, when the appraisal is designed poorly then it may have a negative impact like on motivation, turnover, etc. Furthermore, Prince and Lawler (1986)^[69] in their work on 'work planning and goal setting' clarifies a positive effect of performance appraisal on work planning and goal setting. Along with this Moulder, E. R. (2001)^[58] shows the influence of performance appraisal in goal setting as well as in communication between employee groups. However, employee development and improvement areas also depend on performance appraisal (Lira, 2015)^[50]. Hence, Prince and Lawler (1986)^[69] identified that the little affecting factor here is "career development". Here-after, MIT Human Resource Archived also claimed performance appraisal as a career development discussion because it is a vital part of the development of an employee's career. The process of performance appraisal is adopted or not depending on the benefits expected from it (Brown & Heywood 2005)^[16].

2.2 Knowledge and Behavior-based performance Indicators of Dhaka Bank

Dhaka Bank has its own knowledge and behavior-based indicators in which they measure every employee's performance criterion. They measure it on a 5-scale measurement tool where the measurement point is given as, below basic competence, basic competence, working competence, fully competent, and master class competent. Those 10 indicators are:

2.2.1 Business understanding and customer service

Business understanding refers to clarity on assigned jobs, responsibilities in their own function. However, business

understanding refers to understanding the real market scenario to develop a product and try to introduce it in the market (Business development, p.16). The process includes; getting started with new ideas, making plans, and finally field study. Camilleri, M. A. (2018) ^[18] in his study declared that, if a business wants to be successful they have to understand their customer needs first of all. Furthermore, Cemileri, M. A. (2018) cited in Drucker, (1973) mentioned that making the customer satisfied is the main purpose of business. He also argues that marketing is a process under which the whole business lies and it's not just a single function. Here-after, Cemileri, M. A. (2018) cited in Levitt (1986) denotes that business is a process of keeping customers. According to their study, customer service is the base point of remaining in the competition. Despite providing customers what they really want, employees need to understand every detail of the service and should have access to every system of the organization. Notwithstanding Camileri (2018), M. A. cited in Grönroos (2006) business should be customer-focused and organizations should have geared toward making promises and fulfilling them, so customer cases should be handled with proper care to understand their mindset well.

2.2.2 Rules and compliance

Researchers suggest Rules and compliance as to understanding banking laws, other associated laws, policies, guidelines, and rules formulated by the bank or regulatory bodies concerning banking business administration. According to Kabir, S. (2015) ^[43] Banks have to deal with different types of risks with their diversified products and services. So it should have transparency and accountability through its work and internal control system against its rules and compliance-related issues. Nevertheless, rules and regulations should be as per employee's preference and also it should not hamper employee's personal life balance and should be flexible to all. It should be flexible so that every employee can cope up with it easily. However, the Bank for International Settlement (BIS) claimed that to impede inappropriate charges, banks have internal control as a means of their proactive approach. Yet to monitor the rules and regulations banks have an audit committee, they create, postpone and ban laws as required (BRPD circular, 2013, p.9). Besides, Fiene, R. (2016) ^[25] discussed the theory of compliance-related issues and the issues dealing with the importance of rules and standards of human service.

2.2.3 Activity planning

Activity planning refers to understanding job parameters within one's own function and being able to plan one's own jobs to deliver the work plan given and finally to achieve the desired result. One should have to prioritize actions and deliver results. According to Yildiz, A. P. D. A. (2016) the most important step in a project is to plan and determine its whole activities. Yet Yildiz also argues that, whether work results will be as expected or not will still be decided by its activity planning and answer some sort of questions as; who will be claimed, what kind of resource will be needed, and what the output is. However, the author also explained that "Activity" can be described as "all the works/operations to be formalized in order to achieve the project's goal and the proposed expected results". Along with this, employees have to deal with their extra working hours just to solve some critical issues and they sometimes create their own way of working whether it is not as per the law said. Activity

planning and project aim are not the same as activity planning is done to achieve any project's aim.

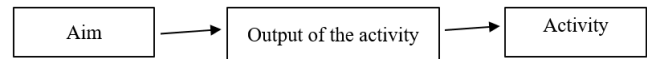


Fig 1: Process of Activity (Yildiz, 2016)

2.2.4 Team commitment

In the viewpoint of Rapp *et al.*, (2010) organizational commitment is the basement of team commitment and it starts with an individual's specific strength and individual's involvement in the team. Notwithstanding, dimensions of organizational commitment have their own specific impact on specific employee behavior (Mayer & Hercovitch 2001). Herewith, they have shown a relationship between affective and normative commitment and also gave suggestions about the opacity of affective commitment. Cuyper & Witte (2011) ^[22] claims that employees who are highly committed to their organization, are less likely to turnover and less absent from work. Moreover, commitment towards one's own team leads to self-managed teams where employees try to manage their teamwork by themselves. In this regard, Hackman and Johnson (2000) ^[30] have discussed self-managed teams as a group of people who are responsible for all sections of any producing work schedule or any expected service. Overall members of the team have to be very careful and up-to-date with every single activity of the team and all the activities must be focused on the main goal of the company rather than a personal goal. According to Amelsvoort and Benders (1996) ^[96] with the increase of autonomy among team members, responsiveness toward work will automatically increase. Here they claim that team members start thinking about team performance rather than individuals.

2.2.5 Accountability and dependability

Hupkes and his fellows (2005) cited in The Oxford English Dictionary gave the definition of accountability as compelled to give an explanation for an actions' responsibility. Along with this discussion, a person who takes personal responsibility for the quality and quantity of jobs completed with accuracy and speed, capable of delivering results within minimum time and supervision can be called a reliable one. Again responsibility can be defined as lawfully compelled to be careful of something or to maintain liability. However, Behn, R. D. (2001) ^[14] suggests that the concept of accountability is more comprehensive nowadays than it was in the past, and he also claims that legitimacy and performance improvement can be provided by the arrangements of accountability that play an important role. According to Peihani, M. (2015) ^[67] in most cases supervisors define accountability in internal and external sections where the organization's decision-making is related to internal accountability and external stakeholder issues connected with the ability of the supervisors. Overall, employees who are accountable and dependable on their own always try to give their best at work and never stop by any hurdles.

2.2.6 Employee relation

In the opinion of Sequeira & Dhriti (2015) ^[83] employees are supposed to be an organization's most valuable resources and can be defined as the most important assets. Employee relation refers to maintaining good working relationships with colleagues characterized by cooperation, mutual respect,

and teamwork. Furthermore, they also mentioned that employee relations refer to maintaining an environment in the workplace that satisfies employees as well as management's needs. Employee relations are all about promoting employee morale, building the structure of the company and its culture, and sustaining employee expectations. A feasible employee relation means creating and growing an encouraged and productive workforce. According to CIPD (Chartered Institute of Personnel & Development) Employee relations is a huge concept that abstracts issues like; collective bargaining, negotiations, employment legislation to some recent considerations as; work-life balance, opportunities to all, and managing diversity. Sequeira & Dhrity (2015) ^[83] cited in Schein (1988) has defined this term by elaborating psychological contract and he claims that there is an implicit relationship that might be contractual between both employer and employee that depends mostly on assumption in case of employer and on relationship characteristics in case of an employee. Employees need to feel free while sharing ideas and relationships among them should be of that kind so that they receive immediate support. Nevertheless, Schein's assumption's main concepts are; fair and honest treatment, equity, and justice will be counted as the most important issue and employers will value employee input most.

2.2.7 Development of self and others

These past 20 years have brought huge changes in how people understand social cognition and in thinking differently (Hare *et al.*, 2000) ^[31] and (Kaminski *et al.*, 2008) ^[44]. So many authors have mentioned in their studies that social interaction is the key base area of self and others development. Keller, H. (2016) ^[46] has discussed self and others developed in the way of cross-cultural studies. She claims that autonomy and relatedness are the two main factors of social interaction. Albeit, developing self and others refers to make consistent efforts to learn the job in other desks to gain multi-skill, possessing a keen interest in learning & training, updating knowledge in banking and another field of management by gathering new knowledge from different sources and reviewing rules, innovative in job and learns from mistakes, shares knowledge with colleagues for mutual development and continuously upgrading knowledge to deal with the new situation. Butterworth, G. (1992) ^[17], Meltzoff, A. N. (1990) ^[53], Neisser, U. (1988) ^[62], Rochat, P. (2003) ^[75] claim that there are also some terms in awareness that are present at the time when an individual is born. Employees getting the right amount of benefits and money can easily develop themselves. Moreover, development comes from defining one's job responsibility. Here performance evaluation is an important factor as performance evaluation can measure development.

2.2.8 Conduct and integrity

Davis, P. J. (2012) ^[21] discussed the appropriateness of integrity in performance management. In his viewpoint, the conduct and integrity process is not properly represented if the organization's performance appraisal is inconsistent. Notwithstanding, integrity should be of zero tolerance and it should advocate the same treatment to the co-workers. The system of the company should be any kind of bias-free as well as the evaluation of performance. To maintain the conduct of the company, individuals need to be very professional at work.

2.2.9 Communication ability

In Clarke, P. (2003) ^[20] point of view, communication is a process in which people take part in creating and partaking information with one another so that they can mutually agree. According to Fiske, J. (2010) ^[26] communication is an interaction that spreads by social participation. Yet, this ability needs the capability of clearly expressing job-related subjects both in writing as well as face-to-face conversation. Communicating with the customers can be beneficial as thus the relationships build up and with this company can retain their customers.

2.2.10 Attitude

According to Assael, H. (1984) ^[11] to develop one's attitude has to go through a learning process and there are some traits that affect attitude like, the influence of a group, experience from the past, and one's personality. Bose & Khan (2012) ^[15] also mentioned that attitude is sometimes influenced by some factors like culture, demographic condition, and location. Moreover, a person who is a positive thinker, adaptable to change, takes extra effort, and often undergoes personal inconvenience to get things done well on time as well as helps colleagues when required can be said as delivering a good attitude.

2.3 Effectiveness of performance appraisal

For the last three decades' effectiveness of performance appraisal literature has been spread empirically (Iqbal *et al.*, 2015) ^[39]. Based on the theory of effectiveness of the performance appraisal system here Jacobs *et al.* (1980) ^[42] categorized it into three criteria; those are quantitative (accuracy of performance appraisal), qualitative (justice and fairness), and utilization (purposiveness). Researchers have so far discussed the effectiveness of performance appraisal and covered aspects as outcomes and negative factors of performance appraisal (Ishaq *et al.*, 2009) ^[41]. However, (Iqbal *et al.*, 2019) ^[40] clarifies that ratee reaction has a purposeful impact on performance appraisal effectiveness. Beer, M. (1981) ^[13] suggests some common outcomes that an effective performance appraisal contains. According to him, these outcomes represent how employees learn about their work, how they identify the procedures, and how they value management. Herewith, Stephan and Dorfman (1989) ^[87] have talked about the outcomes of performance appraisal. They have mentioned outcomes like the appropriateness of employee performance. Again outcomes like creating a relationship between obligation and possibility for reward. In the opinion of Dobbins *et al.*, (1990) ^[24] there are five outcomes, for example, use of evaluations as performance recompose for improvement, reduced turnover of employees, increased motivation, the existence of feelings of legitimacy among employees, relationship between performance and rewards. In this regard Idowu, A. (2017) ^[35] suggests a direct relationship between effective performance appraisal and employee motivation in his research. Furthermore, Nurse, L. (2005) ^[64] suggested that training and development can be treated as an outcome for information in the management development strategies. However, Teratanavat *et al.*, (2006) ^[91] clarify that there are some outcomes as reducing stress, review improvement, the linkage between present performance and employee's personal goals, and some strategies for the development of specific activity plans for the future. Hence,

expanding the discussion of Segal, J. (2000) ^[82] short term focused goals, autocratic mentors and emotional imbalance of employees creates hindrance while increasing the effectiveness of performance appraisal.

2.4 Human Resource Planning

Many researchers have defined Human resource planning as personnel planning, labor planning, manpower planning, and employment planning. Reilly, P. (2003) ^[73] ascertain human resource planning as not only focusing on current needs but also focusing on future needs of human resources in order to achieve the goals of the organization. However, human resource planning is linked with organizational goals that's why it is becoming a vital process of each and every organization (Maina & Kwasira, 2015) ^[82]. It is important because if the wrong person is selected for the organization then it affects long-term consequences. In the viewpoint of Ahmad, S., (2019) ^[4] human resource planning helps an organization to identify the need for human resources; it also finds out a way to attract and maintain employees who are efficient for the organization. Furthermore, Ghazala and Habib (2012) ^[28] denote that to be successful, the required skills and competencies of the employees are identified by the organizational human resource planning procedure. Actually, it is considered a vital management tool because it sets high performance not only for the individual but also for the organization. In accordance with the suggestion of Anyim *et al.*, (2012) ^[10] to find the functions of human resource management, human resource planning works as an elementary and essential action. Again, with the help of human resource planning employees and managers are able to achieve individual and organizational goals by placing the right number of people at the right place at the right time (Zumrah, A. R., 2014) ^[98]. Expanding the definition of Reilly, P. (2003) ^[73] HRP practices estimates not only the demand for labor but also the evaluation of supply based on size, sources, and nature is required to fill up the demand of the organization. Henceforth, Katua *et al.* (2014) ^[45] stated that the practices of HRP also promote the performance of the organization. So, human resource planning is becoming a necessity of the organization (Ahmad, S. 2019) ^[4]. In accordance with it, Lunenburg, F. C. (2012) clarifies that as human resource planning is related to effective utilization of the most important resource of the organization, the aim of HR planning is to deal with employee performance levels. Thoroughly, Kwon, D. B. (2009) ^[48] clarifies that organizations are facing new challenges because of globalization, technological evolution, and a knowledge-based economy, hence it is difficult to achieve a competitive advantage. Based on the human capital theory, it is a mixture of human and capital. Therefore, humans are considered as an asset that is linked with productivity, and it plays a significant role in the organization (Maina & Kwasira, 2015) ^[82]. Altogether, HR planning includes hiring the right people, team assignments on a voluntary basis, and building up a team with a balancing skill mix. However, effective human resources depend on HR planning, performance appraisal, and reward system (Gupta and Singhal, 1993) ^[29]. Here-after in conformity with this, they also elaborated that the performance appraisal focuses on peer and frequent evaluation, employee relation, communication ability, risk-taking propensity, and encouraging new initiatives in the organization by innovation or adaptation of new ideas. Whereas reward systems make a balance between pay and

pride, promotion, recognition of rewards, and so on.

2.5 Relationship between Performance Appraisal and Human Resource Planning

Human resources are playing a vital role in the organization. HR managers of the organization apprise the employees' performance and HR planning for the future. Basically, two activities are done through human resource planning; one is to appraise the employee's performance and the other one is giving a promotion to the employee (Mohanty & Deshmukh, 1997) ^[56]. Ahmad & Bujang (2013) ^[3] represented the contemporary approach of performance appraisal, and it is used as a contribution to employee development and motivation and human resource planning. However, with the help of performance appraisal employee's potentiality is understood. Employee's performance related feedback came from the appraisal process and it indicates the success of the processes of human resources. Performance appraisal systems serve data for promotion and pay raise decisions, need for training and development, and human resource planning (Robbins *et al.*, 2003; Tinuke, F. M., 2015) ^[92]. Core activities of human resource planning is to apprise employees of their performance and provide promotion based on their task (Mohanty, & Deshmukh, 1997) ^[57]. Aligning with this study Merugi, D. (2015) ^[54] clarifies that, with the help of performance appraisal organizations are able to know about the meritorious employee and provide those rewards, and are always searching for potential skillful employees for the organizational future HR planning. The function of performance appraisal is compensation, service quality assurance, career planning, and job security (Samuel *et al.*, 2014) ^[81]. Hence, the performance appraisal information is very helpful for HR planning (Soni & Haryana). Based on the study of CCH/AGSM (1995) ^[19] depicts that 43% of HR planning came from performance appraisal. Along with this, another study found that 30% of human resource planning came from the performance appraisal systems (Nankervis & Leece, 1997) ^[60].

2.6 Proposed Hypothesis

- H1: Performance appraisal indicators have a significant impact on performance appraisal tools.
- H2: There is a difference between male and female employees' perceptions.
- H3: There is a difference among different branches' employees' perceptions.
- H4: There is a relationship between human resource planning and performance appraisal systems.

3. Research Methodology

3.1 Sources of Information

Information from this report has been collected from both primary (Personal observation) and secondary sources (Dhaka Bank Annual Report 2018, website of DBL). Most of the data has been collected from the employees of Dhaka Bank from four different branches.

3.2 Collection of Information

To collect information, structured questionnaires with a total of 50 questions have been prepared. A small sample size is considered because conducting the survey from executive-level employees is difficult. In the banking sector, most of the employees are unable to take part in the survey because of their busy work schedules. Another reason is that it is also

difficult to manage a large number of samples for focusing on quantitative and qualitative analysis in the same study.

A five-point Likert scale has been used for a survey containing five responses (1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree) for the respondents. In the questionnaire, there are three sections. In section A, the demographic profile of the respondents has been represented and in section B the 10 performance appraisal indicators of DBL (as; business understanding and customer service, rules and compliance, activity planning, team commitment, developing self and others, accountability and dependability employee relation, conduct and integrity, communication ability and attitude) and in section C the components of human resource planning have been used to form the questionnaire. For this study, the population has been taken from the banking industry in Bangladesh. There were altogether 50 respondents. To measure employee perception regarding performance appraisal tools and human resource planning of DBL we took all the employees from four different branches, Khulna, Jessore, Satkhira, and Faridpur branch as respondents. All the employees were very helpful during the survey and they have given their utmost effort to fill up the questionnaires.

3.3 Information processing

Both quantitative (Russell & Russell, 2011) [77] and qualitative research (Nikpeyma *et al.*, 2014; Shrivastava & Rai, 2012) [63, 85] have been conducted to fulfill the purpose of this study. Some statistical tools have been used for discussing the research questions by analyzing the data. To define the first research question, 'how can human resource planning be integrated with employee performance appraisal systems?' Qualitative research analysis has been conducted and to serve this purpose a detailed thematic analysis has been used (Prasad, J. 2020) [68]. Based on the second research question, 'how does employee perception vary regarding the effectiveness of performance appraisal tools?' Some methods of descriptive statistics such as mean, standard deviation, and ranking have been used. To analyze the third research question, 'Is there any difference in employee perception based on gender?' An Independent Sample T-test has been conducted. And lastly to define the fourth research question, 'Is there any difference in employee perception based on a branch?' One-way ANOVA has been conducted. For analyzing the data SPSS 26.0 software has been used.

4. Analysis and Discussion

4.1 Reliability Analysis

Table 1: Data Reliability

Cronbach Alpha	N of Item
.790	10

From the table, we can see that the reliability value of the data set is .790 which is above the suggested value of .70 and it is marked as good (Tavakol & Dennick, 2011) [90]. So, it is clear that the value of Cronbach alpha that has been used for the analysis is reliable.

4.2 Effectiveness of Performance Appraisal Tools

A total number of 50 respondents have responded to the questions that are related to employee perception about Dhaka bank's performance appraisal system.

In the questionnaire, 1= Strongly Agree (SA) and 5= Strongly Disagree (SD); so here, a lower score means the positive response of the respondent, and a higher score means the negative response of the respondent.

Table 2: Descriptive Statistics

	Mean	Std. Deviation
Business understanding and customer service	1.6900	.51399
Rules and compliance	1.6650	.41836
Activity planning	2.0880	.33845
Team commitment	1.8450	.44861
Developing self and others	1.9200	.45299
Accountability and dependability	1.7240	.39152
Employee relation	1.7200	.35942
Conduct and integrity	1.7300	.45692
Communication ability	1.7700	.45412
Attitude	2.1000	.43448

Source: Authors calculation based on a survey

Business understanding and customer service: The mean of Business understanding and customer service is 1.69 which refers to the average respondents who have agreed on this matter. That means respondents showed positivity in terms of, having access to the system of the organization, receiving performance feedback, handling customers, and the toughest cases. The standard deviation is .51. This means there is less variability in respondents' answers.

Rules and compliance: The mean of Rules and compliance shows positivity of the respondents which is 1.66. Respondents have agreed in terms of, the rules and regulations are not hampering employee's work-life balance, the rules and compliance are applicable to all the employees, everyone can easily cope up with every rule and employees bring innovation in specific situations. The standard deviation tells about the uniformity of the respondent's answers which is .41.

Activity planning: The mean 2.08 of Activity planning tells that respondents have agreed in some matters as, unable to remain absent without prior notice, setting day-to-day basis goals of the employees, working extra hours, the job of being boring because of work redundancy, losing contracted work time because of the absence of some employee. Here the standard deviation of .34 shows that the respondent's answers didn't vary by much.

Team commitment: The mean of Team commitment is 1.85 which refers to the average number of respondents who have agreed on this matter. That means respondents showed positivity in the areas like; all the team members are up-to-date with teamwork, the capability of the team members match with DBL's requirements, team members value team performance most and they take actions to improve themselves in the teamwork. The standard deviation is .45. Which means there is less variability in respondents' answers.

Developing self and others: The mean of developing self and others shows positivity of the respondents which is 1.92. Respondents have agreed in terms of getting the right amount of money and benefits, being able to describe their job,

revising the measurement of employees’ own performance, and seeing performance evaluation as a daily priority. The standard deviation tells about the uniformity of the respondent’s answers which is .45.

Accountability and Dependability: The mean 1.72 of Accountability and dependability tells that respondents have agreed in some matter as employees can count themselves to give their 110% under any circumstances, they are unstoppable by obstacles and pressure, they always opt for the reputed one, opt for the sterling way and they are efficient at meeting deadlines. Here the standard deviation of .39 shows that the respondent’s answers didn’t vary by much.

Employee Relation: The mean 1.72 of Employee relations shows agreeableness of the respondents. It means respondents are positive in some matters as employees feel comfortable to express their concern, the current feedback system is preferable, the immediate boss’s approach is helpful and they receive support from co-workers. The standard deviation tells about the similarity of the respondent’s answers, which is .36.

Conduct and integrity: The mean of Conduct and Integrity is 1.73 which refers to the average respondents who have agreed on this matter. That means respondents showed positivity in areas like; ethical integrity test of the company, bias-free activities, giving first priority of being ethical rather than making a profit, and maintaining professionalism at work. The standard deviation is .45. This means there is less variability in respondents’ answers.

Communication Ability: The mean of developing self and others shows positivity of the respondents which is 1.77. Respondents have agreed in terms of, relating communication ability with emotional intelligence, performing better of the extroverts, communicating results with the whole team, and using informal conversation to build personal relationships. The standard deviation tells about the uniformity of the respondent’s answers which is .45.

Attitude: The mean 2.1 of Attitude shows the agreeableness of the respondents. It means respondents are positive in some

matters, such as having an impressive attitude toward customers, demotivating attitude of the senior management, getting a proper appreciation of work, and solving maximum amount of customer problems. The standard deviation tells about the similarity of the respondent’s answers which is .43. According to the analysis, this study validates H1 that indicates performance appraisal indicators have a significant impact on performance appraisal tools.

4.3 Degree of Effectiveness of Individual variables

To evaluate the degree of effectiveness of the individual variables, variables have been ranked. It has been conducted by using the mean of each variable. It helps to identify the most effective variables and the least effective variables according to employees’ perceptions.

Table 3: Ranking based on Mean

Variables	Mean	Rank
Rules and compliance	1.665	1
Business understanding and customer service	1.690	2
Employee relation	1.720	3
Accountability and dependability	1.724	4
Conduct and integrity	1.730	5
Communication ability	1.770	6
Team commitment	1.845	7
Developing self and others	1.920	8
Activity planning	2.088	9
Attitude	2.100	10

From table 3 it can be observed that the most effective variable in case of performance appraisal according to employee’s perception is Rules and compliance (mean 1.665), followed by Business understanding and customer service (mean 1.690), Employee relation (mean 1.720), Accountability and dependability (mean 1.724) and Conduct and integrity (mean 1.730). Again they think the least effective variable is Attitude (mean 2.10), followed by Activity planning (mean 2.088), Developing self and others (mean 1.920), Team commitment (mean 1.845), and Communication ability (mean 1.770).

4.4 Difference in Perception based on Gender

To identify differences in employee perception based on gender, an Independent Sample T-test has been conducted.

Table 4: Independent Sample T-test analysis of Difference in Perception based on Gender

	Mean Value		Levene's Test for Equality of Variances		t-test for Equality of Means		
	Male	Female	F	Sig.	t	df	Sig. (2-tailed)
Business understanding and customer service	1.67	1.81	.024	.878	-.732	48	.468
Rules and compliance	1.65	1.75	1.528	.222	-.623	48	.536
Activity planning	2.06	2.23	.810	.373	-1.257	48	.215
Team commitment	1.84	1.88	.014	.905	-.204	48	.839
Developing self and others	1.92	1.94	1.368	.248	-.118	48	.907
Accountability and dependability	1.74	1.63	1.855	.180	.777	48	.441
Employee relation	1.69	1.88	.202	.655	-1.342	48	.186
Conduct and integrity	1.70	1.88	.003	.957	-.979	48	.333
Communication ability	1.73	1.97	.868	.356	-1.362	48	.179
Attitude	2.13	1.97	.140	.710	.931	48	.357

Source: Authors calculation based on a survey

Table 4 represents the difference in employee perception between male and female employees regarding the

effectiveness of performance appraisal tools. To evaluate employee perception differences between males and females here it is assumed that, “there is a difference between male and female employee’s perception”. A statistically insignificant result where P-value $>.05$ indicates that this assumption is true and a statistically significant result where P-value $<.05$ indicates that the assumption is not true means there is a difference in perception between male and female employees. From table 5.2 it can be concluded that in the case of ten out of ten variables the F value for Levene’s test has $P>.05$. It indicates that, there are no such statistically significant difference between male and female employees perception in terms of Business understanding and customer service (P-value $.468>.05$), rules and compliance(P-value

$.536>.05$), activity planning (P-value $.215>.05$), team commitment (P-value $.839>.05$), developing self and others (P-value $.907>.05$), accountability and dependability (P-value $.441>.05$) employee relation (P-value $.186>.05$), conduct and integrity (P-value $.333>.05$), communication ability (P-value $.179>.05$) and attitude (P-value $.357>.05$). According to the P-value, this study rejects H2 that indicates that there is a difference between male and female employees’ perceptions and concludes that there is no such difference based on gender.

4.5 Differences in Perception based on Branch

To identify differences in employee perception based on branches of DBL, One-way ANOVA has been conducted.

Table 5: Difference in Employee perception based on Branch

		Sum of Squares	df	Mean Square	F	Sig.
Business understanding and customer service	Between Groups	.447	3	.149	.548	.652
	Within Groups	12.498	46	.272		
	Total	12.945	49			
Rules and compliance	Between Groups	.040	3	.013	.071	.975
	Within Groups	8.536	46	.186		
	Total	8.576	49			
Activity planning	Between Groups	.668	3	.223	2.070	.117
	Within Groups	4.945	46	.108		
	Total	5.613	49			
Team commitment	Between Groups	.206	3	.069	.327	.805
	Within Groups	9.655	46	.210		
	Total	9.861	49			
Developing self and others	Between Groups	1.462	3	.487	2.610	.063
	Within Groups	8.593	46	.187		
	Total	10.055	49			
Accountability and dependability	Between Groups	1.411	3	.470	3.546	.022
	Within Groups	6.100	46	.133		
	Total	7.511	49			
Employee relation	Between Groups	.316	3	.105	.806	.497
	Within Groups	6.014	46	.131		
	Total	6.330	49			
Conduct and integrity	Between Groups	.227	3	.076	.348	.791
	Within Groups	10.003	46	.217		
	Total	10.230	49			
Communication ability	Between Groups	.320	3	.107	.502	.683
	Within Groups	9.785	46	.213		
	Total	10.105	49			
Attitude	Between Groups	1.255	3	.418	2.407	.079
	Within Groups	7.995	46	.174		
	Total	9.250	49			

Source: Authors calculation based on a survey

Table 5 represents employee perception regarding performance appraisal tools among different branches of DBL. This time the test statement will assume that “there is a difference among different branches’ employee’s perception”. A statistically insignificant result where P-value $>.05$ indicates that this assumption is true and a statistically significant result where P-value $<.05$ indicates that the assumption is not true means there is a difference in employees’ perceptions among branches.

The One-way ANOVA table 5 shows that, there are no such statistically significant difference in employee’s perception among different branches in terms of Business understanding and customer service (F=.584, P-value $.652>.05$), rules and compliance(F= .071, P-value $.975>.05$), activity planning

(F= 2.070, P-value $.117>.05$), team commitment (F=.327, P-value $.805>.05$), developing self and others (F= 2.610, P-value $.063>.05$), employee relation (F= .806, P-value $.497>.05$), conduct and integrity (F= .348, P-value $.791>.05$), communication ability (F= .502, P-value $.683>.05$) and attitude (F=2.407, P-value $.079>.05$). Therefore, the P-value indicates that H3 is rejected in this case means there is no such difference among different branches’ employee’s perception.

However, there is a statistically significant difference in employee perception among branches in terms of accountability and dependability (F=3.546, P-value $.022<.05$). In this case, this study validates H3 in terms of accountability and dependability.

4.6 Human resource planning with performance appraisal

For the qualitative analysis, data has been collected from the interviews with fifty respondents of the bank. After collecting the opinion from the respondents, the theme has been found out. The table discussed below:

Figure 2: Thematic analysis for Human resource planning with performance appraisal

Theme	Sub-theme
Human resource planning	Training program Employee attraction and retention

Source: Author's proposed table based on Thematic analysis

Two sub-themes of human resource planning with performance appraisal; one is the training program, and another is the employee attraction and retention. Most of the respondents are considering that proper human resource planning is important for employee and organizational development. Employees are commenting that when they are going through the organization's human resource planning then their performance is increasing. Employees' proper performance depends on human resource planning in the organization.

4.6.1 Training program with performance appraisal

An organizational training program ensures a great role in the development of the employee. Canceling and coaching service helps employees to appraise performance (Ikramullah *et al.*, 2016) [36]. According to Tahsildari & Shahnaei (2015) [88], the effectiveness of the organization depends on training sessions and performance appraisals. Along with this employee retention rate depends on the training program and performance appraisal of the employees depends on the retention of the employees (Imna & Hassan, 2015) [37]. "Most of the respondents stated that when the employees get better training then their performance increases".

4.6.2 Employee attraction and retention with performance appraisal

Employees' attraction and retention of the organization depends on the performance appraisal system (Payne *et al.*, 2009) [66]. Herewith, employee attraction, retention, and improvement increase the performance of the organization (Ogbari *et al.*, 2018) [65]. Performance appraisal assists management in taking retention of employees (Rowland & Hall, 2012) [76].

"Employees express that those candidates perform well, and the organization provides advancement opportunities to retain them".

The evaluation of performance appraisal is necessary for manpower planning. However, it also helps in setting the organizational objectives (Khoury & Analoui, 2004) [47]. The performance of the employee and organization depends on training and development, performance appraisal, teamwork, and human resource planning (Lee and Lee, 2007) [49]. Along with this performance appraisal, training and development, and human resource planning have an effect on the performance of the organization (Abdullah *et al.*, 2009) [2]. A certain number of participants expressed that employee performance appraisal is connected with human resource or manpower planning (Radebe, P. Q. 2015) [71].

According to this discussion, this study underpins H4 which

indicates that there is a relationship between human resource planning and performance appraisal systems.

5. Conclusion

The purpose of this study is to focus on the integration of employee performance appraisal systems and human resource planning along with the determination of employee performance appraisal effectiveness. The target segment of the study is based on the banking sector. Along with these 50 respondents, data has been analyzed based on quantitative and qualitative ways. However, it is obvious that more research has been done on employee performance appraisal systems but there is no research that shows the effect of human resource planning. Actually, the performance appraisal system is included in the human resource management practices of the organization (Shaukat *et al.*, 2015; Harrington & Lee, 2015; Aladwan *et al.*, 2015) [84, 32, 6]. Most of the research illustrates that human resource management plays a vital role in an employee's performance appraisal system (Ahmad & Bujang, 2013) [3]. Another study also reveals that practices of human resource management have an impact on employees' performance (Tanveer *et al.*, 2011) [89]. Hence, Ali *et al.*, (2019) pointed out that succession planning affects the performance of the employee and here performance appraisal system plays a mediating role in the organization. In one study, Merugi, D. (2015) [54] asserts that performance appraisal creates a way to find potential employees who are skilled and those skillful employees are necessary for future human resource planning. On the other hand, this report evaluates employees' perceptions regarding the effectiveness of the performance appraisal tools of Dhaka bank. Again this paper also makes some description on integration of people planning or HR planning and employee performance appraisal systems. Actually, the performance indicators depend on the organization and vary from organization to organization (Abbas, M. Z. 2014) [1]. Based on the research findings, it can be observed that employees have a positive mindset regarding the indicators of performance appraisal. The study also illustrates that there is no difference in employee perception based on gender. The qualitative analysis of this study concludes that employee performance appraisal is linked with human resource planning to some extent. Along with this study, it can be concluded that employees of Dhaka bank are very positive regarding their performance appraisal system. Professionals can utilize this study for advanced research specifically in the banking industry. Employees of DBL have been given the first priority as they are the key source for retaining customers. However, Dhaka bank in this regard is also doing well but they should be more focused on grooming their employees.

6. Limitation & Future Research

The research is limited to only 50 respondents so the results may fluctuate for the larger number of respondents. This study is only focusing on the effectiveness of performance appraisal systems and human resource planning. Moreover, other research may be done which describes the integration of other Human resource management functions and human resource planning. Here-after, research can be conducted in other areas of human resources like strategic human resource, human resource analytics, manpower information system, human resource audit, and integrating employee performance appraisal with those areas in the future. This study is basically

focusing on Dhaka bank in Bangladesh. So, future research can be conducted in the same area with a large number of samples and including other public and private banks also. Further research can also include other sectors like telecommunication, multinational companies, and other public and private limited companies. However, research can be done with other geographical locations so that the researcher will get an idea regarding the performance appraisal systems with human resource planning in different areas. Business practitioners and managers can collect ideas from this research and use them to integrate human resource planning with employee performance as well as prepare plans to make the performance appraisal systems more effective.

Significance of the Study

The main contribution of this research is to contribute in a better understandable way of how employee perceptions vary with different performance appraisal indicators based on gender, different branches. Again this study aims to contribute in providing ideas about how an organization can come up with positive results in employee's performance appraisal by developing better HR planning strategies. Different performance appraisal indicators have an impact on employee behavior for the banking sector. Initially, the organization can balance among the indicators by analysing the perception employees are carrying. Here-after, with effective human resource planning modules organizations can introduce employees to an increase in their performance as better human resource planning leads to better employee performance which is also a focus point of the qualitative section of this study. However, this study will carry an effective implication for managers preferring they will be more effective in designing performance appraisal systems so that employee performance in the workplace increases. Furthermore, the organization can organize performance appraisal training for employees so that they could cope with high level jobs that support the findings of this study. In addition to that, managers can make judgements upon employee's attitude regarding performance appraisal tools as well as how employees are adopting those tools. Large organizations can be benefitted by this outcome. With proper training programs, proper employee attraction larger organizations can be able to capture quality employees that would be beneficial for the organization in the long run. Thus this study will positively contribute to the organizational level and by evaluating different performance indicators and proper HR planning organizations will be able to build an effective performance appraisal system at the workplace.

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