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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p><b>PERFORMANCE APPRAISAL AND TRAINING PRACTICES OF STATE BANK OF INDIA WITH SPECIAL REFERENCE TO GHAZIABAD</b></p> <p><i>NIDHI SRIVASTAVA &amp; Dr. M. M. PRASAD</i></p>	1
2.	<p><b>WOMEN ENTREPRENEURSHIP IN MICRO ENTERPRISES: TWO CASE STUDIES</b></p> <p><i>Dr. SUPRIYA, R. &amp; Dr. G.T. GOVINDAPPA</i></p>	7
3.	<p><b>ANALYSIS OF CONSUMER BEHAVIOUR IN THE RETAIL SECTOR</b></p> <p><i>Dr. B. VIDYA</i></p>	11
4.	<p><b>A STUDY ON USAGE OF SOURCES OF INFORMATION TO CHOOSE VARIOUS INVESTMENT AVENUES</b></p> <p><i>P.DIVYABHARATHI &amp; N.SUREKHA</i></p>	14
5.	<p><b>ANALYSIS OF SOLVENCY POSITION OF SELECTED COMPANIES IN INDIAN PAINT INDUSTRY</b></p> <p><i>Dr. S. KAMALA DEVI</i></p>	19
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	22

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**PERFORMANCE APPRAISAL AND TRAINING PRACTICES OF STATE BANK OF INDIA WITH SPECIAL REFERENCE TO GHAZIABAD**

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**ABSTRACT**

*Banking sector is a fast growing sector of India. The success of any Business is depends upon the employee's competencies and skills. Every employee wants to develop and nurture themselves with time. the success and achievement of organizational goal can be possible only if the employee trained and appraised on frequent basic. To achieve Organizational goal there is a requirement of a well thought out performance appraisal system and training in banks. In this background this article examines the impact of Human Resource Practices (Training and Performance appraisal) on employee's performances of State bank of India in Ghaziabad and find out there any relationship exists between training effectiveness and performance appraisal effectiveness in SBI. The secondary data have been collected from various source like book magazine, RBI report and publication. Primary data has been collected through questionnaire from the employees of state bank of India in Ghaziabad. Simple random sampling has been used and total 80 respondents were approached. The result of the study shows the important relationship between performance appraisal and training system in SBI.*

**KEYWORDS**

Ghaziabad, SBI, performance appraisal, training practices.

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**INTRODUCTION**

**W**ith fast development in the number of branches Banking sector is a fast emergent sector of India. With fast development in the number of branches and the new functions assigned to them, banks are beginning to feel a new pressure on their organizational abilities i.e. the processes of recruitment, placement, training, promotion and appraisal, in order to ensure that the right number of staff with the right capacities are available at the right time and for the right places.

The state bank of India is one of the leading public sector banks in India. SBI is the first bank who established HRD separately in their organization for their employee's abilities and potential development. There are approximately 16 training sectors established by SBI in different part of the company to facilitates their employees with training and development for all cadres in the organization. Effective training and performance appraisal helps in acquiring new knowledge and skills, timely achievement of target and also build positive attitudes and team work among employees in the organization.

Appraisal is one of the important sector factors of organizational ability which is also the focus of this study. In simple words we can say that performance appraisal is an examination of employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. Performance appraisal includes all formal procedures used to measure personalities, contributions & potentials of group members in a working organization. It is a unbroken process to secure information necessary for making correct and objective decisions on employees. In simple words, performance appraisal is the systematic assessment of the individual with respect to his performance on the job and his potential for development. In current era of highly volatile business environment organizations are facing emerging challenges in form of acquisition and optimization of human resource. Being valuable and scarce capabilities, human resources are considered as a source of sustainable competitive advantage. The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. Human resources play a vital role in achieving an innovative and high-quality product/ service. The present study is an attempt to examine and compare the impact of human resource management practices between public and private sector banks with reference to Ghaziabad. In the study, it has been observed that the private and public sector banks follow HR Practices suiting to their customer needs customization. This is because employee policies directly influence the satisfaction or dissatisfaction of customers' needs by and large the major differences in the areas of recruitment, training and development, performance appraisal, organization policy and culture, career planning and employee participation.

Training and performance appraisal system, these two are the vital components of Human Resource Development Practices. An efficient training and performance appraisal system play a significant role in development of potentials and competencies of employees. Banking sector requires a great degree of attention to its performance appraisal system.

Few PSBs namely Punjab National Bank, IDBI, State Bank of India have changed their PAS or are in the process of changing them. State bank of India, PNB are changing their talent strategies to focus on employee engagement and performance.

The banks are also follow incentives such as paid holidays abroad, leadership and training programs at top b-schools. SBI is also affected talent assessment and engagement programme and there is a new appraisal system. Senior managers will now have a performance review twice a year.

The bank has joined up with Harvard Business School for online training programs for its senior management. It is Important for banks to constantly improve the skill of their employees so as to remain viable and competitive and to take advantage of new opportunities.

The banking personnel, across the cadres need to be suitably trained to acquire necessary skill set to perform their job more efficiently. Presently, the biggest challenge faced by banking sector is to build capacity at a rate which matches the loss of existing talent and skills to retirement, poaching and resignations. The banking training initiatives must ensure that the available talent pool in the banks is able to always keep pace with the fast changing ways in which banking is conducted. He also said that, equally there is also need of efficient and transparent performance management in banks. Efficient and transparent performance management system creates discrimination between performers. non-performers in the banks. As per Mundra opinion, it is impossible to identify who are the performers and who are the non-performers in banks. But a fair, transparent and objective mechanism for performance management can solve all these above problems and will also provide a path for talent management and succession planning in banks.

This study is an attempt to identify the performance appraisal and training followed by State bank of India along with identify the impact of training on performance effectiveness of employees of state bank of India

**LITERATURE REVIEW**

Singh Kumar Anil (2010) This study clearly indicates that the HRM practices along with organisation culture play a important role and affect the managerial effectiveness of the organisation. Training and development, self-realisation, career management and socio-economic support were strong prerequisite of managerial effectiveness in the public sector organisations. The findings of this study are indeed significant for the HR practitioners. However, these results cannot be generalized considering the size of the sample, but they show a definite direction. Human resource management practices are a potentially powerful lever for shaping the culture of the organisation and along with the organisation culture; they are a strong predictors of managerial effectiveness.

**Edgar and Geare (2005)** examined the impact of human resource management practices on employee attitudes such as job satisfaction, organizational commitment, and organizational fairness in the context of New Zealand. Researchers identified that HRM practices had a significant impact on organizational commitment, job satisfaction, and organizational fairness. In a study on 66 employees of three manufacturing firms in India, Agarwala (2008) observed that training, one of the major HRM practices, was positively correlated with affective commitment. Yu and Egri (2005) found that HRM practices had a significant impact on the affective commitment of employees in Chinese firms. Petrescu and Simmons (2008) examined and established a relationship between human resource management practices and workers' job

**Akhilesh Mishra\*1, Dr. Shubhashri Bose** concluded that HRM is concerned with the peoples and their dimensions in Management. Acquiring employees i.e. people services, giving them relevant training, continuously upgrading their skills through new technology, developing them as per the needs of organization, ensuring high motivational levels for good performance, rewarding performer adequately to ensure retention and long term association of such employees, providing safe and healthy work environment and employees participation in decision making are essentials for achieving organisational objectives. So this is a necessary demand of the modern organization strategy to develop healthy relationship between organisation and employees through HRM practices and procedures to achieve the goal of an organization in this competitive era.

**Depikaa.P.S. & Mani Vannan (2015)**, concluded that Training plays a significant role in improving organizational efficiency. It is much needed in the private sector in today's competitive environment, especially after liberalization and globalization. In order to make the training more effective in improving organizational as well as individual performance, it is important that the perception regarding effectiveness of training must be made positive. Creating good learning environment, by providing encouragement in terms of promotion or increment and by linking training more closely to work practices. To conclude the training impact on employee performance seems to increased their efficiency, updated knowledge and skills, reduce in industrial accidents and errors. It also helped for the individual growth and development of most of the employees. Finally, the Efficiency of the company in providing Training Program in selected IT industries (CTS, HCL, WIPRO, INFOSYS, DELL, PAYODA, ADITI, UGAM SOLUTIONS, EBIX, KGISL) was stated to be good

**Chimote, Niraj Kishore (2012)**, the main purpose of this study is to find out how a training programme can be evaluated from the perspective of trainee employees to test its effectiveness. The literature review highlighted that the effectiveness of a training programme can be fairly measured by comparing the pre-training expectations and knowledge of trainees with their post-training experience. This study examines the effectiveness of a training programme offered to 108 trainees of a leading private sector bank. The study intended to test whether the efficacy gap is influenced by the age, gender and education of the trainees. The chi-squared test revealed that the demographic 57 variables are independent of the efficacy gap. A paired sample t-test was conducted and it has been concluded that the trainees did not find the programme effective. The factor analysis indicates that the grouping of the variables into factors fairly matches with the four levels of Kirkpatrick's model of training evaluation with certain exceptions. Finally, a multiple regression analysis was conducted which revealed that the factors extracted in factor analysis are significant in explaining training effectiveness.

**Rama Devi & Nagurvali Shaik (2015)** Training and Development contributes in such a way that employees can enhance their dexterity. There is a causal relation between training and employee performance. Training helps organizations in achieving their strategic objectives and gives organizations a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness. It is not just sufficient to conduct a training program. Organizations should evaluate whether training & development programs are effective and producing desired results. Proper evaluation is the base to effective training. Training evaluation should be a regular system by the fact that trainees are transient groups. They attend training program to acquire specific skills and return to work to apply them. Over time, new knowledge and skill becomes necessary; again they return to training program

**Muhammad Faseeh Ullah Khan (2013)** Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strengths as well as opportunities for improvement and skills development. Performance appraisal should not be perceived just as a normal activity but its important should be recognized and communicated down the line to all the employees. There should be a review of job analysis, job design and work environment based on the performance appraisal. Performance appraisals provide a good opportunity to formally recognize employee's achievements and contributions to the organization, and to ensure a clear link is maintained between performance and rewards. The appraisal interview can also be used as a vehicle to demonstrate supervisory and organizational support for employees by discussing barriers and supports to effective performance, and strategies to address problems or difficulties

**Dr. Selvarasu. A (2014)** Viewed that the Performance appraisal is one of the most significant human resource management practices as it yields critical decisions integral to various human resource actions and outcomes. This study confirms that total rewards structures, programs and policies influence employee commitment. The performance appraisal is primarily about what employees need to deliver to drive the organization's achievement. It's an opportunity to review results, provide feedback on how results were achieved (if your performance management systems includes competencies or organizational values), and confirm expectations. Although studies have shown that employee engagement is correlated with organizational outcomes (e.g., return on assets, profits), Rich, LePine, and Crawford (2010) argue that researchers have not examined employee engagement as a mechanism that connects employee characteristics and organizational factors to job performance.

**Dr. Vadivelu. S (2016)** concluded that Performance appraisal (PA) has been an important tool in developing the capabilities of an individuals and organizations. PA has been adopted and practiced across many organizations. In addition, there is a great need for functional human resource department (HRD) to monitor and regulate the relationship, growth and developments of individuals and organizations for improved performance and job satisfaction. Simultaneously, a sound HRD is required in every organization for optimum effective utilization of human and organizational resources. PA does not incorporate quality and team work and it is assessed solely based on individual performance. PA tool constantly subject to criticism, hence there are research carried out to explore the relationship between perceived equality of performance appraisal and employee's satisfaction. The perceived fairness is an imperative instrument that affects the motivation level of employees.

**Shrivastava P.** viewed that The "Performance Appraisal" or review is essentially an opportunity for the individual and those related with their performance in the bank, most usually their line manager - to get together to engage in a dialogue about the individual's performance, development and the support required from the manager. It should not be a top down process or an opportunity for one person to ask questions and the other to reply. It should be a free flowing conversation in which a range of views are exchanged Performance Appraisal usually reviews past behavior and so provides an opportunity to reflect. Performance Appraisal generally reviews past behavior and so provides an opportunity to reflect on past performance of the bank employees. But to be successful they should also be used as a basis for making development and improvement plans and reaching agreement about what should be done in the on past performance of the bank employees. But to be successful they should also be used as a basis for making development and improvement plans and reaching agreement about what should be done in the making development and improvement plans and reaching agreement about what should be done in the future to enhance the bank's effect and effectiveness Performance Appraisal is often the central pillar of performance management in the bank to keep the motivation of the employees high.

**Vikas Mahalawat and Bharti Sharma (2012)** concluded that to know the perceptions of Indian Bank's employees towards performance appraisal. They studied the differences between public and private sector banks with respect to perception of fairness of the performance appraisal system and satisfaction regarding performance appraisal. Their results showed that private sector bank employees perceive greater Satisfaction and fairness with their performance appraisal system as compared to public sector bank employees.

**Dr. K. Thulasi Krishna** The study concludes that both the public and private sector banks shall make use of appraisals successfully and shall link the results to rewards comprehensively which in turn enhances the employees' satisfaction. Performance appraisals play a key role in several managerial areas such as promotions, job transfers, and legal protection. With the data generated from employee appraisals, the banks are better able to make good decisions about a wide range of matters that directly affect the employees and the organisation at large. Therefore, both the public and private sector banks shall make use of appraisals effectively and shall link the results to rewards comprehensively which in turn enhances the employees' satisfaction.

**Cascio (1998)** concluded performance appraisal as a practice to improve employee's work performance by helping them to grasp and use their full potential in carrying out the organization's missions and to provide information to employees and managers for use in making work related decisions. He goes on to define effective performance appraisal system as an exercise in observation and judgment, a feedback process and an organizational intervention. It is a measurement process as well as an intensely emotional process. Above all, Cascio stated, it is an inexact, human process that is utilized differently in almost every organization regardless of industry.

**Shrivastava and P. Purang (2011)** studied the differences between public and private sector banks with respect to perception of fairness of the performance appraisal system and performance appraisal satisfaction. Perception of fairness of the performance appraisal system has been studied through nine factors. The study used independent samples t-test and qualitative analysis to study the mean differences between the two banks. Results indicated that private sector bank employees perceive greater fairness and satisfaction with their performance appraisal system as compared to public sector bank employee

**Ekta Bhatia (2010)** The performance appraisal or review is essentially an opportunity for the individual and those concerned with their performance in the bank, most usually their line manager - to get together to engage in a dialogue about the individual's performance, development and the support required from the manager. It should not be a top down process or an opportunity for one person to ask questions and the other to reply. It should be a free flowing conversation in which a range of views are exchanged.

**Shukla Harish & Pareta Aditi (2013)** concluded that There are significance differences in the awareness of organizational climate by male employees and female employees. The comparison of Mean value of male employees and female employees indicates that male employees perceive climate of their organization in a better way that of their counter parts. This findings is in contradiction to the general notion that female employees indicates that male employees perceive climate of their organization in a better way than that of their counter parts. This findings is in contradiction to the general notion that female employees are more satisfies than that of male employees. this finding can be understood with the concept of high expectation psychology. In the same way the development of employees also depends on vigorous organizational climate prevailing in the organization. The quality of Organizational climate affects the overall performance of employees. Positive climate is an indicator of positive attitude of top level, middle level as well as lower level of an FMCG company. Emphasis on positive is an utmost requirement of such a company

**Pernarupun yukthamarani.P& Saufi Ahmad Roselina (2013)**,Concluded That It is not an simple task for management and organization to design and adapt organizational climate effectively without the support and dedication from employees' themselves. However, management and organization can design and plan and design the best-fit approach to remain valid to all involved parties especially the employees. It is not just the monetary based benefits human capital today; there are other aspect that motivates and enhances their job involvement and affective commitment such as opportunities at work. This research will be able to address the employee's needs and expectation from the employer. As we are aware, an organization requires human capital to meets its business objectives'. Therefore, by understanding the tested aware, an organization requires human capital to meets its business objectives'. Therefore, by understanding the tested organizational climate, the research will be able to emerge an improvised model improvised model organizational climate, the research will be able to emerge an organizational climate, the research will be able to emerge an aware, an organization requires human capital to meets its business objectives'. Therefore, by understanding the tested organizational climate, the research will be able to emerge an improvised model to enhance employee's work passion as well as organizational commitment. As well there is a room way for comparison between the practices between public and privately administrative universities. The contribute more efficiently towards the development of the organization. An excellent organizational will enable an enhanced economic development. kernel of having the right employee relates to work passion.

## THEORETICAL BACKGROUND

### PERFORMANCE APPRAISAL

Performance appraisal is the key ingredient of performance management. In a work group, members, consciously or unconsciously make opinion about others. The opinion may be about quality, behaviour, way of working, etc. such an opinion becomes basis for interpersonal interaction. In the same way, superiors from some opinions about their subordinates for determining many things like salary increase, promotion, transfer, etc. In large organizations, this process is formalized and takes the form of performance appraisal. Performance appraisal in some form has existed in old days also. for example, Wei dynasty (221-265A.D.) In China introduced performance appraisal in which an imperial rater used to appraise the performance of members of the official family. In its present forms, the New York city civil service adopted performance appraisal in 1883.since then and specially after world war 1 performance appraisal in formal way has been adopted by most of the large organizations particularly in business field. In our country too, large organization adopt formal appraisal method.

"Performance appraisal is the systematic evaluation of the individual with respect to his/ her performance on the job and his/her potential for development"

----- Beach (1965)

"performance appraisal is a systematic review of employee's meaningful job behavior to respects their effectiveness in meeting their job requirements and responsibilities"

----- Douglas et. al., (1985).

### TRAINING

Training and development are continuous process in improving the caliber of employees. It is an attempt to improve their current and future performance but the organization should keep a track on their performance after imparting them training it means training needs assessment (Janice A. Miller, 2002) it is a systematic process of altering the behavior of employees in a direction to achieve the organization's goals. A training programme is an effort by the employer to provide opportunities for the employees to acquire job related skills, attitudes and knowledge.

"Training is usually considered as the organized procedure by which people gain knowledge and increase skill for a definite purpose."

----- Dale S Beach

"Training is the act of increasing knowledge and skills of an employee for doing a particular job"

-----Edwin B Flippo

## METHODOLOGY OF THE STUDY

For the purpose of this study, data will be collected from both primary & secondary data source include extensive desk research through library, different published material and world wide web, while primary data will be collected through questionnaire.

The data will be collected from the selected sample using questionnaire designed for the purpose of the study. The questionnaire covered the following HR practices areas (training & development performance appraisal),which were presumed to be followed by public sectors banks. The data will be analyzed by using a variety of statistical tools to arrive at a meaningful conclusion. The data will be collected with the help of a Structured Questionnaire. A self structured questionnaire was used as data collection instrument. simple random sampling has been used and total 80 respondents were approached.

We divided the training questionnaires into three parts- effectiveness of Training, kind and timing it comprise of three variables, whether organization measured training importance or not, role of training in enhancement of knowledge skills, team work and building positive attitudes in the employees) and Performance appraisal questionnaires was divide in to four part:-appraisal system, timing, tool, effectiveness of performance appraisal

## OBJECTIVES OF THE STUDY

1. To examine and analyse the training practices followed by State Bank of India.

2. To study of the performance appraisal system of SBI.
3. To determine the impact of Training and Performance appraisal of employee of State Bank of India

**HYPOTHESES**

Ho: There is no significance relationship between performance appraisal system & training in State bank of India  
 H1: There is significant relationship between training practices and performance appraisal system in State bank of India.

**ANALYSIS AND INTERPRETATION**

**TABLE 1: PROFILE OF RESPONSE**

Variables	Categories	Frequency
Gender	Male	45
	Female	35
	Total	80
Position	Lower and Middle level	62
	Upper level	18

The Table 1 shows that there are 80 respondents out of which 45 are male and 38 are female respondents. And from 80 respondents, 62 belong to the lower and middle level and remaining 18 respondents belongs to upper level in the organization.

**TABLE 2: TRAINING IS IMPORTANT TO ENHANCE KNOWLEDGE, SKILLS, TEAM WORK AND ALSO DEVELOP POSITIVE ATTITUDE**

Particulars	Frequency
Strongly agree	36
Agree	28
Neutral	12
Disagree	2
Strongly Disagree	2

The researcher with the help of table 2 try to find out the opinion of employees working in SBI regarding the importance of training in their organization and we can say training is important to develop knowledge, skills and attitudes. Majority of the employees 64% agree and strongly agreed that their organization consider training as a important part of employee development.

**TABLE 3: SYSTEMATIC DEVELOPMENT PROGRAMME**

Particulars	Frequency
Strongly agree	16
Agree	35
Neutral	15
Disagree	8
Strongly disagree	6
Total	80

The Table 3 provides information regarding systematic development programme in State Bank of India. As per the table out of 80 respondents, 16 employees strongly agree, 35 respondents agree in favor of systematic Development program, 15 are neutral, 8 employees disagree and remaining 6 strongly disagree. The majority of SBI's employees agreed that there is systematic organization of Development program for the newly recruited employees.

**TABLE 4: KIND OF TRAINING PROVIDED IN THE ORGANIZATION**

Particulars	Frequency
On the job training without technology	12
Off the job training without technology	6
On-the job with technology	34
Off-the job with technology	12
Both training method with technology	16
Total	80

The Table 4 provides information about various types of training programs offered by SBI to their employees. We divide training programs into five parts- on-the-job training without technology, off-the-job training without technology, on-the job with technology and off-the-job with technology and both training methods using technology. Majority of the respondents i.e. 34%+12% opted for training on-the-job and off-the-job with technology, so on the basis of above results, we can conclude that SBI provides both types of training i.e. on-the-job and off-the-job with technology.

**TABLE 5: TRAINING IS HELPFUL TO CREATE A GOOD CULTURE**

Particulars	Frequency
Strongly agree	21
agree	34
neutral	13
Disagree	12
Total	80

With the help of Table 5, researcher try to with the help of training organization is helpful to create a good culture in the Organization. In this regards researcher concluded that 21 employees strongly agreed, 34 agreed, 13 respondents are neutral and only 12 respondents disagreed.

**TABLE 6: EFFECTIVENESS OF TRAINING**

Particular	Mean	S.D
Training Effectiveness	7.64	2.10

The Table 6 shows the effectiveness of training and for this we calculated the mean and standard deviation. The mean of training effectiveness is 7.64 and S.D. is 2.10. As per this result we conclude that training program of SBI is very effective.

TABLE 7: PERFORMANCE APPRAISAL IS A USEFUL TOOL FOR ORGANIZATION

Particular	Frequency
yes	78
no	2
Total	80

With the help of table 7, researcher want to find out whether performance appraisal practices are useful or not for bank out of total respondents, 80 respondents gave positive opinions in this regards and only 2 are keeping negative opinion. So we conclude that performance of their employees for every level of employees whether they belong to lower, middle or upper position.

TABLE 8: CRITERIA OF PERFORMANCE APPRAISAL SYSTEM IN ORGANIZATION

1	360 degree appraisal method	35
2	MBO	5
3	Rating scale	17
4	Check list	8
5	720 degree appraisal method	12
6	Any other criteria	3
	Total	80

With the help of table 8 researcher want to find out tools used for performance appraisal of employees in SBI. For this purpose researcher identified five tool- Rating scale, check list, MBO, 720 degree appraisal method out of total response 35 respondents agreed for 360 degree method, 5 agreed for MBO, 17 for rating scale, 8 check list, 12 for 720 degree appraisal method and 3 for any other criteria in the end we can say in State bank of India mostly 360 degree and rating scale are used for evaluating the performance of the employees.

TABLE 9: TIMING OF PERFORMANCE APPRAISAL

	Particulars	Frequency
1	Monthly	10
2	Quarterly	2
3	Half-yearly	3
4	Annually	63
5	Any time	2
	Total	80

In Table 9 researcher concluded the timing of performance appraisal. For this we have divided timing in to monthly, quarterly, Half yearly, annually, any time. In table 9 out of 80 respondents 63 said that their performance is annually evaluated, 10 monthly evaluated, 2 are quarterly evaluated, 3 half yearly evaluated, and 2 any time evaluated. Thus, with the help of above table we can say annually performance are quarterly evaluated in SBI.

TABLE 10: PERFORMANCE APPRAISAL SYSTEM PROVIDES SCOPE FOR COMMUNICATING THE OVERALL BUSINESS GOALS AND PLANS TO THE EMPLOYEES

	Particulars	Frequency
1	Strongly agree	60
2	Agree	5
3	Neutral	10
4	Disagree	2
5	Strongly Disagree	3
	Total	80

In Table 10 researcher concluded that 60 employees are strongly agree, 5 are agree, 10 are neutral, 2 disagree and 3 are strongly disagree so we can say PA system provides scope for communicating the overall business goal and plans of the employees

TABLE 11: PERFORMANCE APPRAISAL HAS HELPED YOU

	Particular	Frequency
1	Increment in Salary	30
2	Helped in achieving Goal	15
3	Improving Motivation	15
4	Help in change employee Behaviour	10
5	Improved organizational climate	10
	Total	80

With the help of table 11 researcher concluded that 30 employees believed that performance appraisal is helpful for salary increment, 15 are in achieving goal, 15 improving motivation, 10 believe in help in change behavior, 10 believe in improved organizational climate.

TABLE 12: DESCRIPTIVE STUDY OF PERFORMANCE APPRAISAL SYSTEM IN SBI

Particular	Mean	S.D
Effectiveness of Performance Appraisal	4.70	2.71

To find out the effectiveness of Performance appraisal, researcher made descriptive study and find out the mean and standard Deviation. The Standard deviation and Mean of Performance appraisal system of SBI of 80 respondents is 2.71 and 4.70 respectively. researcher found that march, performance appraisal is from April-March In our present study researcher found that annual system of performance appraisal followed in SBI. In the end we can say in 2018, there is no change in timing of performance appraisal system in SBI.

TABLE 13: CORRELATION BETWEEN TRAINING AND PERFORMANCE APPRAISAL

		Training effectiveness	Performance Appraisal effectiveness
Training effectiveness	Pearson Correlation	1	.330**
	Sig.(2-tailed)N	80	.000 80
Performance Appraisal effectiveness	Pearson Correlation sig.(2-tailed)	.330***	1
	N	.000 80	80

\*\*Correlation is significant at the 0.01 level(2-tailed).

In The above table researcher concluded that correlation between training effectiveness and Performance appraisal effectiveness is 0.330. It is a very small but there is a relationship between training and Performance appraisal. The correlation is very significant at the 0.01 level. The p-values i.e sign 2 tailed value is  $0.000 < 0.05$ , and we rejected our null hypothesis. In the end we can say that there exists a significant correlation between training and performance appraisal.

## CONCLUSION

Human resource management practices play a significant role in managing an organization, such as the effects of HRM on organizational performance, innovation, new ways of working principles and enhancing employee's capabilities. Training and performance appraisal play a positive relationship between HRM practice and organizational effectiveness. The study revealed a significant relationship between performance appraisal and training. this study revealed that correlation between training and performance appraisal effectiveness and training and performance appraisal system in SBI and employees are satisfied and happy with the training and appraisal system of SBI. In the end we can say HRM Practices (Training and Performance appraisal) can enhance the employee level of performance which influence the perception of employees about the performance (Khalid,2014).

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