

Abstract

Today, Human Resource Management influences to success any organization in tremendous ways. Human Resource Planning, Recruitment and Selection, Training and Development and Performance Appraisal are the most important and popular functions which affect to the Organizational Performance enormously in commercial banking sector in Sri Lanka.

The objectives of this dissertation are to identify the relationship between Human Resource Planning, Recruitment and Selection, Training and Development, Performance Appraisal and Organizational Performance in commercial banking sector in Sri Lanka. This paper discusses,

(1) Do these functions affect or contribute to Organizational Performance?,

(11) How these functions affect or contribute to Organizational Performance?

(111) To what extent these four functions affect or contribute to Organizational Performance?

As dissertation framework, four independent variables and one dependent variable were developed and four hypotheses were formulated. The study was conducted through five commercial banks and the sample was consisted of 28 managers and 112 non-managerial employees.

As methodologies, to carry out the dissertation, questionnaire and interviews were used. The structural questionnaire was administrated to cover all considered HR functions. Data exploration ensured the normality and linearity assumptions being not violated. In order to handle the voluminous and time consuming tasks with amazing accuracy and speed, all these

tools were used with SPSS package. Background information about individual banks was obtained through interviews, annual reports, and web sites. The descriptive statistics were used to clarify the findings of the relationship between considered Human Resource Management functions and Organizational Performance.

In order to analyze data both quantitative and qualitative methods were adopted.

As quantitative measure

Percentage

Mean value

Correlation, were adopted.

According to the conclusion, the study showed significant and positive relationship between one independent variable named Training and Development and dependent variable Organizational Performance. Positive and above average relationship between one independent variable named Performance Appraisal and dependent variable Organizational Performance. Positive and moderate relationship between two independent variables named Human resource Planning, Recruitment and Selection and dependent variable Organizational Performance.