INTERNSHIP REPORT

ON

Performance Appraisal of IT Sector of Bashundhara Group.

United International University

Letter of Transmittal

Date: 6/4/2022

To,

Nasrin Akter
Assistant Professor
School of Business and Economics
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Dhaka-1212.

Subject: Submission of internship report on **Performance Appraisal of IT Sector of Bashundhara Group**.

Dear Madam,

I would like to present you " **Performance Appraisal of IT Sector of Bashundhara Group** " through my internship report with the information that helped me make my report as explanatory as possible.

Furthermore, I have tried every possible way to make it, without any corrections, but there may be some faults in the report. Therefore, please accept my apologies for any inaccuracies that may have occurred inadvertently. Thank you so much for your patience, understanding and support.

Yours sincerely,

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Acknowledgment

To begin, I'd like to offer my deepest appreciation to those individuals who have contributed to the preparation of my internship report and made it possible for me to complete it.

I'd like to express my gratitude, Head of Operations Mohammad Uzzal Mollah, Manager SCM, HR and Admin Md. Neshar Uddin Ahmed, and the Deputy Manager Abhijit Chowdhury for their warm welcomes and assistance in organizing this report, as well as for their esteemed knowledge and collaboration. With great pleasure, I would like to convey my appreciation to the Bashundhara Group IT, Human Resources division at their corporate headquarters for granting me access to certain critical material for my internship report.

Most importantly, I would like to convey my deepest appreciation to Nasrin Akter Mam, my internship supervisor, for her persuasive inspiration, gentle rules, supportive nature, and encouragement during my internship period, which enabled me to complete my report on time.

Even though I put in every effort to prepare the report, it may contain errors. I hope you consider those mistakes along with this report.

Executive Summary

The IT Sector of Bashundhara groups Performance Appraisal method is the subject of this research, which includes information acquired from many sources. Both secondary information and primary information are included in the way of findings and analysis process of this study. While working as an intern at the IT sector of Bashundhara group, I gained valuable knowledge about the human resources in a huge company. Each year, almost all supervisors/managers are engaged in the planning course for their Performance Appraisal, and they are provided adequate support to stress their recommendations for the creation of the training package that is created for their employees. They have a specialized human resources team that conducts training for all employees of IT sector of Bashundhara group, including those in the company's operating divisions. Bashundhara recognizes that in order to have a better future, it is necessary to provide better benefits to its workers. In this report I have included the Organizational overview i.e., information about the Bashundhara group IT's appraisal system, the present appraisal strategy, time frame, and how it affects performance) of the employees working in the organization. From which I learned that Bashundhara group IT follows a 'Employee Score Sheet' to appraise employees of the organization. The total marks given is out of 50, and every time the performance appraisal takes place, the employees strive to improve their score and get a promotion or increment or any special allowance. They all work hard to gain high scores and maintain the KPI's. Thus, training session are also provided by the supervisors for the improvement of the performances. Besides getting high scores on the employee score sheet, employees do have to achieve their daily goals and objectives for exam sales target or project completion. Usually, these appraisals are done yearly. Some employees take these appraisals positively and get encourage where other takes these negatively. The KPI are the indicators to measure the performance of individuals in the IT sector of Bashundhara group.

Table of Contents

CHAPTER – 1

(Introduction)

1.1 Introduction

Performance Appraisal is a multifaceted concept. The relevance of performance Appraisal is to determine the process of analyzing an employee's value as well as their contribution to the job. Obtaining an objective assessment of employee performance will help the company identify any problems that exist in the workplace. This will help the HR department deal with these issues quickly and easily.

On the HR front, productivity can be improved by ensuring that the organization attracts the best talent at the lowest possible cost. This goal is achieved by implementing the best recruitment and selection processes, as well as efforts to retain and develop employees. Further, a quantitative measurement or recruitment and selection effectiveness must be conducted to prove one's point with respect to qualitative measure to improve HR effectiveness.

The objective of this study is to measure the Performance and appraisal practices and strategies in Bashundhara Group.

1.2 Origin of the Report:

To get practical experience, it is essential for all BBA students to serve as interns for at least three months in any business. After three months, the intern must submit an internship report to the university. The internship, which was approved by the supervisory faculty, resulted in the creation of this report. The organization was in the Bashundhara Residential Area, one of the most famous companies " IT sector of Bashundhara group', I completed my internship report, which was titled "Performance Appraisal of IT sector of Bashundhara group." In this research, I've focused on the IT sector of Bashundhara group methods for employee evaluation, employee happiness, and staff commitment to achieving their goals.

1.3 Scope of the report

My appointment as an intern at the Bashundhara group IT, with the Toggi services ltd, provided me with the opportunity to observe and assist them in their daily activities. Towards the conclusion of the internship season, they also supported me in getting all of the relatable and fundamental information from the IT sector of Bashundhara group, in order for me to present an outstanding report about their company.

1.4 Objectives of the study:

For the objective of this study, it will gather some important and representative information on the Performance Appraisal methods that Bashundhara use to prepare and polish their human resource pool. Bashundhara holds major objectives. Those are:

- ➢ To understand Bashundhara's Process to evaluate employee performance
- ➢ To find out the importance of PA.
- ➢ To find the issues company apply to make PA more effective.
- ➢ To identify the performance appraisal policy to improve their services.

1.5 Methodology:

In this report, I employed certain method to make a well-organized report.

The study requires a systematic procedure from selection of the topic to final report preparation. To conduct the study, data sources must be discovered and collected, then sorted, analyzed, interpreted, and presented in a logical order, with essential points selected. The complete methodology procedure is depicted on the following page in the form of a flowchart that was used in the study.

- ▪ A. **Selection of the topic:** My supervisor approved the report topic for me. The topic was addressed with me prior to assigning it so that a well-organized internship report could be completed.
- ▪ B. **Identifying data sources**: Essential data sources both primary and secondary are identified which are be needed to complete and work out the study. To meet up the need of data, primary data are used, and study also requires interviewing the official and staffs were necessary.

Primary Source	Secondary Source
1. Face to face conversation with the employees 2. Practical desk work 3. Over Phone data collection	<u>Internal Sources</u> 1. company's Performance Appraisal Sheet 2. Different circulars, manuals and files of the company. <u>External Sources</u> 1. Different books and periodicals. 2. Online resources

I have attached a performance appraisal sheet, for the better understanding of my faculty.

1.6 Limitations of the study:

During putting up this study, I identified a number of limitations. However, there were some challenges in the present contemplation. Noteworthy is that in just three months, I've got the great opportunity to get a broad idea about the process of Bashundhara, which has been quite beneficial. Although there was a general grasp of the structure, it lacked specificity. The following were my limitations:

➢ A major restriction was that three months is not enough time to learn all there is to know about a firm, thus I was unable to provide all of the facts of their training program due to this limitation.

➢ As the IT sector of Bashundhara group is very busy. They were all really preoccupied with communicating with other employees, superiors, customers and completing official duties. Therefore, I didn't get that time to question them about my report on a regular basis.

➢ As the IT sector of Bashundhara group is quite confidential about their source so the authorities were hesitant to provide much specific information on their evaluation system. Because it's against their policy.

CHAPTER – 2

(Literature Review)

2.1 Performance Appraisal

The history of the performance is short. Taylor's era started in the twenty-first century and will end in the twenty-first century. It was unproductive since everything was focused on existing human resource management. Over 65 years ago, the formal evaluation was employed to evaluate post-war performance in the United States. In other parts of the world, the evaluation system is already in operation.

People's decisions may result in concerns including motive, ethics, and the law. It will not be effective, fair, or legal unless it is done with sound judgment. The Appraisal approach hides a fundamental income structure that is present in the market. It contributes to the determination of a person's pay. As a result of this assessment technique, the following results were obtained: If an employee's performance does not meet expectations, his or her remuneration will be decreased. Employee performance assessment is a process of measuring and suggesting improvements in an employee's work performance. It is good to learn about each individual's achievements. Because it is a tool for ordaining and familiarizing personnel, the use of an evaluation system may be beneficial to both people and businesses.

The management provides performance feedback, which transforms the employees' anxiety into a cordial relationship, and the job is completed properly as a result. Employees may dislike when they think that the manager's evaluation is not notifiable to instruct them. Because it takes time, many individuals despise performance evaluations. Workers consider it a burden rather than a valuable tool, rather than the other way around. Performance evaluation is used to analyze employee performance, inspire employees, and improve the overall performance of the firm. Workers are assessed by the completion of an evaluation form. Employees who are alert about that their performance is going to evaluated so they try to attempt their best to be considered for a promotion, award, or other recognition.

The achievement of the organization's goals is dependent on the effectiveness of its performance evaluation process. Performance review may uncover skills and training needs that were previously unknown. Identifying training gaps via performance evaluation enables firms to educate their employees and increase their productivity, thus increasing customer happiness. Employee productivity is increased as a result of performance evaluation, and they gain a

competitive advantage. Thus, they are able to know about their lacking and try to resolve the issues to achieve their desired salary.

2.2 Importance of Performance appraisal

A performance review is critical because it helps the firm in recognizing an employee's abilities and competences, as well as determining how those abilities may be exploited and enhanced for future growth and development.

From the perspective of a manager or department head, the most significant benefit of the performance evaluation system is that it assists in the documentation of an employee's performance throughout the duration of his or her employment and even beyond that.

Performance reviews also assist to identify the types of training that employees require in order to improve.

Performance review sessions allow employees to express themselves while also allowing management to communicate with them.

It helps in the identification of an employee's potential and other areas of competence, which can be beneficial to the firm if they are given the opportunity to explore further.

2.3 Process of Performance Appraisal:

1. Establishing Performance Standards- Setting up the standards that will be used to compare the actual performance of the employees is the first step in the performance appraisal process.
   This step includes determining the criteria for determining whether an employee's performance was successful or unsuccessful, as well as the extent to which they contributed to the organization's goals and objectives. The standards established should be transparent, clear, and measurable.

2. Communicating the standards- It is the duty of management to explain the standards to all of the organization's personnel once they have been established. Employees should be

aware, and the standards should be explained properly to them. This will assist them in understanding their roles and what is expected of them. The standards should also be presented to the appraisers or evaluators, and they can be modified at this stage based on the relevant input from the workers or evaluators if necessary.

3. Measuring The actual Performance-The most difficult aspect of the performance appraisal process is determining the employees' real performance, or the job they did during a given period of time. It's an ongoing procedure that involves tracking performance throughout the year. This stage involves the careful selection of proper measurement tools, ensuring that personal bias does not influence the process' outcome, and assisting rather than interfering with an employee's task.

4. Comparing actual Performance with desired Performance- The actual performance is compared to what is desired or what is expected. The comparison shows how far the employees' performance differs from the stated norms. The actual performance may be higher than the anticipated performance, indicating a positive deviation in organizational performance, or it may be lower than the desired performance, indicating a negative difference in organizational performance. It includes recollecting, reviewing, and analyzing data about an employee's performance.

5. Discussing or giving Feedback- On a one-to-one basis, the results of the appraisal are communicated and discussed with the employees. This topic focuses on communication and listening. The findings, issues, and potential solutions are addressed in order to solve difficulties and reach an agreement. Because feedback can have an impact on an employee's future performance, it should be given constructively. Managers' performance appraisal feedback should be useful in correcting mistakes made by employees and motivating them to improve their performance rather than demotivating them. The duty of providing performance feedback should be approached with caution, as failure to do so may result in an emotional outburst. Employees should sometimes be prepared before

providing feedback because it might be received positively or negatively depending on the nature and attitude of the employees.

2.4 Forecasting.

Performance forecasting is a critical service that helps in decision-making during the asset's idea, design, and operational phases, helping to address the production efficiency issue by improving operational performance

2.5 Contribution of Performance Appraisal in Employee Development.

In present hectic working environment performance assessment is critical as it provides an opportunity for employees and supervisors to have a one-on-one discussion in order to solve an issue achieve the goal. It also aids in improving the overall performance of the organization.

1. **Desire to perform is increased:**

   Individuals' drive to improve their performance in the future grows as a result of obtaining feedback on a regular basis. Individuals who are aware of their own performance and who have received recognition for their prior accomplishments provide the motivation for future success. It allows for the identification of potential development regions. When workers get positive feedback on their performance, they are more likely to advance in their careers. Employees may establish a strategy for their own professional development if they get consistent feedback from their supervisors.

2. **Boosting or increasing Self-esteem:**

   Self-esteem of the employees will increase when they got feedback and employees are satisfy, want to acknowledge and also add their effort. It motivates employees to do effectively.

3. **Managers develop knowledge about subordinates:**

   The direct supervisor and manager in charge can enroll more about the individual who is being assessed. When employee receive effective or positive feedback then they will be more motivated to work hard. For this, employee engagement grows, and continuous feedback makes employees feel cared by the management team.

4. **The job descriptions and requirements are clarified:**

   Employees might be informed about their own conduct as well as the results that are necessary to complete a certain task. Additionally, students get an understanding of how to be the greatest performance possible. It may be the sole opportunity for an employee to spend significant time with his or her boss and develop a positive working relationship.

5. **Self-insight and development are enhanced:**

   As a result of their participation in the development activities, the workers get a deeper knowledge of themselves via performance review. Workers' strengths and limitations are revealed via performance review and make sure that any employees need training or not.

6. **Administrative actions are more proportionate:**

   Performance assessment collects information that is reliable, and administrative measures such as promotion, merit raise, transfer, and termination are taken as a result of the information gathered. As a result, it guarantees that incentives are allocated on a fair and consistent basis. This form of effective management method contributes to the development of trust between workers and their supervisors.

7. **Employees become more expert:**

   The most notifiable and evident contribution is improvement in the employee's overall performance. Employees are made aware of their own inadequacies and the areas in which they need to improve on a daily basis. It brings the employee's and his or her coworkers' perspectives on the other colleague's disclose into alignment. It aids in reminding workers of why they are working for a particular company and how the organization's goal might be accomplished as a result of their efforts.

8. **Employee misconduct is minimized:**

   Employees may be discovered to be engaging in an improper activity such as exploiting overtime regulations, sending inappropriate gifts to customers, stirring up the customer's account, and utilizing company resources for own benefit. An effective evaluation process could avoid these issues from occurring and allow issues to be spotted early before it occurs, hence preventing any bad consequences from occurring.

9. **Better protection from a lawsuit:**

   Using the data acquired via performance assessment, it is possible to document compliance with regulatory requirements. It is possible to maintain workplace equality regardless of

gender or background. The business will be subjected to a continuous stream of performance reviews, increasing its risk of being sued due to incomplete assessment.

Chapter 3

(Organizational Overview)

3.1 Background of the company:

Bashundhara Group has started operation as a real estate venture known as "Bashundhara" under the aegis of the group's first concern - the East-West Property Development (Pvt) Ltd in 1987. This project turned out to be a very successful one and had helped faster the growth of trust and confidence of the urban people in "Bashundhara". Dhaka's burgeoning population, coupled with a conspicuously slow growth of housing led to the landmark success of Bashundhara.

Bashundhara geared ready to invest in other industries, including manufacturing and trading, as a result of her success. More businesses popped up in the early 1990s, encompassing a wide range of industries such as cement, paper and pulp, tissue paper, LPG bottling and distribution, and a trade company, to name a few. In fewer than ten years, the organization has undergone enormous expansion. During this period, additional schemes on land development and real estate were launched and those projects focused more sharply on increasing responsiveness to client needs. The Group's first publicly traded company, the Meghna Cement Mills Limited, is currently listed on the two Stock Exchanges of Bangladesh.

The Group now has more than 20 main concerns spread across the country. Bashundhara City (BCDL), a multi-faceted shopping mall/recreation complex, has added glitz to the group's expansion. The BCDL has taken a step forward in its long-standing attempt to develop ties with the general public by providing a unique combination of commercial and recreational operations under one roof.

The group's most recent addition is its media house, "East West Media Group Ltd," which was founded in 2009. It presently owns the Bangla daily newspapers "Kaler Kantho," "Bangladesh Pratidin," "English Daily," "Daily Sun," and "Banglanews24.com," as well as the internet portal "Banglanews24.com." The media company also intends to develop an FM radio station and a television channel.

By listening to client demands, learning real-time lessons from previous projects, inventing, and improving its project implementation process, the Group has come a long way toward achieving its objectives. Bashundhara has made a significant contribution to the country's economic stability in financial and capital markets through large investment projects in all critical areas. Change, adaptability, and developing deeper ties with the Government, the City Corporation, and

Bashundhara clients run through all of the Group's activities. The fact that the majority of its projects have been successes is reason enough to have faith in the Group's future.

Type	Conglomerates
Industry	Real estate Manufacturing
Founded	1987; 33 years ago
Headquarters	Pushpanjali, Bashundhara Convention Center Road, Bangladesh
Products	Cement, Tissue, Media, LPG, Paper, Real Estate, Shopping Mall, Steel, Food & Beverage, Shipping
Number of employees	Over 50000
Website	bashundharagroup.com

3.2 Company Overview:

Bashundhara Group is one of the largest and prestigious industrial groups of Bangladesh. We started our Journey in 1987. Bashundhara Group is well known all over the world now. The Bashundhara Group has started operation as a real estate venture known as "Bashundhara" under the aegis of the Group's first concern - the East West Property Development (Pvt) Ltd.

History:

Bashundhara Group (founded by Ahmed Akbar Sobhan and present Chairman began in 1987 as real estate venture. Shafiat Sobhan Sanvir is the Vice Chairman of Bashundhara Group. After its first successful project, Bashundhara invested in new fields, including manufacturing, industry and trading. More enterprises were established in the early 1990s, these included cement, paper, pulp, tissue paper and steel production, as well as LP Gas bottling and distribution. On 4 February 2014, The Bangladesh Supreme Court ordered Bashundhara Group officials to surrender before it on a tax evasion case filed by the caretaker government. On 19 December 2011, Bashundhara chairman Ahmed Akbar Sobhan was sued for 'fraud' by Mohammad Shahjahan over the price of land in Bashundhara. Bashundhara received permission from Bangladesh Economic Zones Authority to Set up two specialized economic zones in Keraniganj, Dhaka, Bangladesh. In 2020, Bashundhara invested \$143.7 million to build the largest bitumen plant in Bangladesh. This factory will singlehandedly help the country become self-sufficient in bitumen production and the surplus can be exported overseas.

3.3 Mission:

Bashundhara Group believes in serving the people and the country; not only in doing business and making profit. It had come into existence with that belief and adopted 'For the People, For the Country' as its core theme.

All the Bashundhara Group concerns always try to offer best possible services and products to customers for attaining their full satisfaction, as the group endorses the notion that customers are the ultimate determining factor in success of any organization. It always strives to introduce new products and services to the customers.

Bashundhara Group believes that no organization can grow without an able and dedicated workforce behind it. It values and nurtures its officials, employees and other members of the staff accordingly. Through various acts and measures, the group tries to create a sense of belonging among the workforce so that they explore their full potential and give full dedication to the organization and get evaluated accordingly.

As a business conglomerate, Bashundhara Group does not want to grow alone; it wishes to grow together with its partners, patrons, customers, employees and other stakeholders. The group has reached out to many poor and underprivileged people through different philanthropic services, and it wants to expand them across the country for the welfare of the people and development of the country.

3.4 Vision:

Bashundhara Group has already become one of the largest conglomerates and the leader in many areas of business and industry in Bangladesh. It wishes to go far ahead from where it is now. The group wants to be the largest business house of the country and the biggest contributor, from the private sector to the economic and social development. It also wishes to bring more and more people under job and thus become the largest employer in the private sector.

To accomplish the vision, the group has already ventured into many business and industrial areas, including some as pioneer, and has plans to be engaged in many more areas. The group has started works for going global and hopes to announce its global presence in a couple of years.

Doing business is not an easy task anywhere, particularly in the fast- changing global scenario, which invites many new challenges. However, Bashundhara Group is confident of continuing its march forward even at a faster pace in any situation – favorable and unfavorable – in the days to come and always uphold its core theme – For the People, For the Country.

3.5 Values:

Bashundhara Group has adopted patriotism, honesty, fair practice and service to the nation as its core values, which act as the main basis in its decision-making. These values have created a moral compass for everyone at the group from the top management to ordinary employees and created the organizational culture accordingly. The group always tries to be driven by these values and not to deviate from them in any situation.

Chapter 4

(Analysis)

4.1 The present appraisal strategy and time frame:

An organization's purpose is to achieve success via its workers' performance. Performance assessment is a method of evaluating employees' performance by finding gaps and developing a strategy to close those gaps in order for the business to achieve success. It is also a practice that is carried out on a regular basis, and which contributes to the development of a positive connection between the supervisor and his or her staff. Due to the fact that performance assessment is an organized process, it may be used to evaluate objectives and skills. At the beginning of the year, Bashundhara set a goal, and which was carried out under the supervisor or manager to achieve it. They made it more aligned with the organization's overall aim.

Bashundhara's every employee's performance is evaluated based on self-declared objectives which include quantifiable, agreed-upon, reasonable and time bound. These objectives are established at the starting and reviewed twice a year. One in middle of the year and the other towards end of the year. And the HR is generally in charge of the evaluation.

Bashundhara uses an employee appraisal sheet to assess the employees.

In the part A and B Employee Information and Job Description are written in these areas. (Please see Appendix – A)

In part C employees are being rated. Employee performance is measured against a set of absolute standards, each of which is assessed on a scale. This strategy is used by Bashundhara to assess the performance of its employees. The HR provide rate on a scale of 1 to 5 which include (0 poor, need of improvement or below average is 1, Average is 2, Good is 3, Very Good is 4 and Excellent is 5) based on a variety of factors. Those are job and knowledge skills, planning organizing and achieving results, problem analysis and decision making, interpersonal and behavioral skills, communication skills, leadership skills, teamwork, initiative, drive and interdependence, supervision, punctuality, and attendance. The total of all these attributes are 50. (Please see Appendix – A)

In part D employees are given some certain Goals. They evaluate the performance after a certain period of time, and rewards are provided based on the findings. This strategy enhances employee loyalty to the company. (Please see Appendix – B)

Based on achieving these Goals they are rated in the next part, according to their achievement from the scale 0 to 5, (0 poor, need of improvement or below average is 1, Average is 2, Good is 3, Very

Good is 4 and Excellent is 5), where supervisor feedback is also given in the end. (Please see Appendix – B)

In part E the employees' growth and development are being written which includes their strengths, improvement areas and development plan. These comments are usually given by the HR. (Please see Appendix – B)

In part F, the signature of both the parties are taken, i.e., the appraisers and the appraise. Which shows the consent of both parties. (Please see Appendix – B)

In part G, based on all the parts above the employee is given promotion or increment, or any special allowance. If the employee gets poor marks, they might also be removed from their service. (Please see Appendix – B)

Lastly the Management's approval is taken, which is signed by the, AHR, HOD and Head of department/division/project. (Please see Appendix – B)

4.2 Key Performance Indicators (KPI's):

It is a quantifiable measure of performance over time. KPIs give teams with goals to strive towards, milestones to track progress, and insights to help everyone in the company make better decisions. The elements that Bashundhara Group 'IT' consider in their KPI's while performing performance appraisals are stated below:

a) Job Knowledge & Skills.
b) Planning, Organizing & Achieving Results.
c) Problem Analysis & Decision Making.
d) Interpersonal & Behavioral Skills.
e) Communication Skills.
f) Leadership Skills.
g) Teamwork.
h) Initiative, Drive, and Independence.
i) Punctuality & Attendance.

These parameters of a person are graded between 0 – 5 using Likert scale (0 being the lowest & 5 being the highest rating) by HR Department. And the total maximum combined rating is 50.

4.3 How it affects performance of employees:

When it comes to a corporation, human resources are the most crucial asset. The success of the company depends on the efforts of its personnel. If the personnel are not adequately structured, it will be difficult for the company to function effectively. The most important factor in achieving successful performance is to motivate personnel. Employees might be encouraged by providing them with performance reviews that are based on their achievements. In the absence of appropriate feedback, it is difficult for a business to retain staff productivity since performance is positively related to effort (motivation), ability, and willingness to work (training). Employees that are content with their jobs and loyal to their employers are more productive and productive.

Performance appraisals may be used to assess an employee's motivation and satisfaction level and performance level. It may have both good and bad impacts on workers, which can either encourage or demotivate them depending on the situation. Performance appraisals may be used to determine an employee's level of effort in a job. Employers may demonstrate that they are committed to their workers' progress by conducting performance evaluations on them. Employees may be devoted and loyal to a company when they believe that their efforts are being recognized and appreciated. Employees become more productive in this manner to get compensation for their efforts. Employees' absenteeism and turnover rates might be reduced as a result of receiving proper performance evaluations. Employees work hard to prove themselves because they are encouraged to do so by an assessment, which assists the business in achieving its objectives. Following factors that impact employee performance:

1. Reward:

   An annual performance appraisal is conducted by IT sector of Bashundhara group to determine an employee's overall performance; a performance review of the employee's overall performance is conducted at the end of each year, and a reward is given depending

on the overall performance of the employee. An appraisal form is distributed to the employees in order for them to recognize their own strengths and flaws so they can develop. Workers also receive written comments in order to promote employee's confidence, they question and assisted in improving their performance in order to achieve the organization's aim. The appraisal form contains all of the information about the assessment procedure and award. Based on the evaluation, there are five different sorts of rewards that may be offered. One kind of reward is monetary which such as compensations, promotion, bonuses, merit pay, and so on; the other type of reward is nonmonetary such as recognition and prestige, learning opportunities, challenging task and so on. Company also provides advantages like income security, an emphasis on work-life balance, and allowances. Compensation is determined based on the individual's talent, time, and effort; a work-life balance is encouraged to assist workers to balance their job and non-work interests; and when an employee performs exceptionally well, they are recognized. Certificates, trophies, plaques, and other awards are included.

2. Increment

The increment granted those workers who have shown the highest level of performance and it is given once a year. It is determined from the hiring date of the workers, and employees who get an injunction letter will not be entitled to this benefit. It is distributed to employees in accordance with the financial condition of the firm.

3. Promotion

Supervisor cannot immediately promote an employee at Bashundhara instead, the person must go through a promotional interview. Anyone who has worked for Bashundhara for at least two years is eligible are scheduled for a promotional interview. Typically, the promotional interview is conducted by the Head of HRM. Promotion and performance evaluation are related in several ways. The assessment assists the supervisor in identifying those workers who are productive and should be rewarded, as well as those who are ineffective and should be demoted. Employees will be able to advance to a higher degree of responsibility as a result of the promotion. Employees may be promoted depending on the quality of their performance and the existence of that job in the organization. When it

comes to promoting personnel, various firms have distinct policies and procedures. Employees are reviewed on an individual basis throughout the performance assessment process, and promotions are awarded to those who meet the requirements.

In Bashundhara, a supervisor cannot promote any of his or her staff. They conduct an interview for the purpose of promoting personnel, and the employees must have worked for the company for a minimum of two years in order to be qualified for this interview. The interview is conducted by the head of human resources, the head of operations, the COO, and on occasion, the managing director is also present. Depending on a variety of criteria such as interpersonal skills, communication abilities, presentation abilities and so on they are assessed and provided advancement opportunities.

4. Job rotation:

   It is the approach that must be used in order to achieve the requisite abilities. Employees may gain knowledge about various aspects of their jobs and perform better as a result of work rotation programs.

Chapter 5

(Findings & Recommendations)

5.1 Findings:

There are few findings regarding the KPI:

- Recruiting and Investing in a new employee training program, its necessary to know that it's making a difference. But training KPIs don't show transformations in a day. It takes time for a new employee to adjust and showcase their performance in a short span of time.

- Another issue is that KPIs aren't utilized or are totally avoided by workers. The reason for this is often the lack of communication. The Management is busy most of the times therefore it is difficult for some employees to communicate. Some workers feel uncomfortable to sit face to face with their line managers.

- Setting up KPI cost money, time, and effort. There is only scope of improvement if you HR can measure the obstacles faced by employees, but if there is no standardized way of measuring, it will create difficulties. For example, interpersonal or behavioral skills, initiative, drive are difficult to measure.

- Sometimes employees only focus on KPI. Top performers may feel that the execution of a performance measurement standard is unjustifiable or unfair to them. It may moreover require unskilled or untrained laborers to reach metrics that are unattainable at their current level of preparing. The conclusion result is de-motivation rather than output improvements.

5.2 Recommendations:

- It may take time i.e., a few months before seeing results, depending on goal(s) and how often HR are tracking employee training KPIs. Therefore, employees should be given time and training for their better understanding of their tasks.

- Administration should clearly communicate the benefits and the value of the KPIs as they relate to the trade. In doing so, it is essential that the workers understand their goals and tasks clearly.

- Employees should be given a 360-degree evaluation as part of their performance review so that they may get a sense of what their coworkers thought of them. In this way supervisor can get the idea of the behavioral skills.

- Many employees may get demotivated after not getting appraised. Therefore, Supervisors should motivate them and encourage them to level up their quality of work. Therefore, continuous feedback to workers is essential for them to realize their own shortcomings and strive to improve their performance.

Conclusion:

Performance appraisal is the most effective method of ensuring that workers are properly conducted. A performance evaluation may identify the weaknesses of workers and the training requirements of the person in order to help them improve and become more motivated to perform at their highest levels. This is accomplished via the provision of continual feedback and reward. Employees are motivated and happy when they get positive feedback on their performance, which helps them achieve their goals. Performance assessment may help you retain your best staff while also maintaining a pleasant working environment. It assists the supervisor in keeping things up to date on a timely basis and determining the performance of the workers. If they discover a performance gap, they may teach the employees appropriately, and it helps them in identifying the best employees to award and promote. As a result, it may be said that performance and performance appraisal is an unavoidable need for the organization's success.

Reference:

Bashundhara Group, BG, https://www.bashundharagroup.com/

Management Study Guide, MSG, https://www.managementstudyguide.com/performance-appraisal.html

Harvard Business Review, HBR, https://hbr.org/1976/07/appraisal-of-what-performance

Geneva Business News, GBN, https://www.gbnews.ch/performance-appraisals-how-do-they-affect-employees/

Citrus HR, CHR, https://citrushr.com/blog/performance/appraisal-types/

Bashundhara Group
Performance Appraisal Form
(Level: Assistant Executive & above)

PART-A: EMPLOYEE INFORMATION				
Employee Name	Md. Litton Uddin		P.F. / ID	12000180
Designation	Asstt. Executive		Salary Unit	TSL CO
Dept.	A & F		Dt. of Joining	17.11.2019
Appraisal Period	01.01.2020 to 31.12.2020		Location	Head Office
Review Purpose	☐ Promotion ☐ Increment ☐ Training needs ☐ Removal from Service			
Present Salary: 23,000.00	Last Promotion:		Last Increment:	

PART-B: BRIEF JOB DESCRIPTION

PART-C: PERFORMANCE RATING

Rate the employees' level of Performance for each item putting tick (√) in the below column as appropriate to get the points allocation for decision/comments.

5- Outstanding, 4- Very Good, 3- Good, 2- Average, 1- Below Average, 0: Poor

Qualitative Performance Attributes	Performance Rating						Comments
	5	4	3	2	1	0	
Job Knowledge & Skills							
Planning, Organizing & Achieving Results							
Problem Analysis & Decision Making							
Interpersonal & Behavioral Skills							
Communication Skills							
Leadership Skills							
Teamwork							
Initiative, Drive and Independence							
Supervision *Applies to those in supervisory/ managerial positions							
Punctuality & Attendance *Filled by HR Department							
Total Rating							
Section-I: *Average Rating (out of 50)*							

PERFORMANCE OF SPECIFIC JOB

Performance on Last Appraisal Goals Achieved: Identify goals that were set at the beginning of the performance cycle and summarize substantive accomplishments.   *5- Outstanding, 4- Very Good, 3- Good, 2- Average, 1- Below Average, 0:Poor*

Last Appraisal Period Goals	Accomplishment	Performance Rating						Supervisor Feedback
		5	4	3	2	1	0	
Total Rating								
Section-II: *Average Rating (Converting to 50)*								
Section-I+Section-II: *Overall Rating (Out of 100)*								

APPENDIX – B

BASHUNDHARA GROUP
For the People, for the Country

PART-D: GOAL SETTING	
Goals /Tasks for following review period	**Accomplishment Timeline**
1	
2	
3	
4	
5	

PART-E: GROWTH & DEVELOPMENT	
APPRAISEE'S STRENGTHS	
IMPROVEMENT AREAS	
DEVELOPMENT PLAN (Training Needs)	

PART-F: REVIEW WITH CONCERNED EMPLOYEE

I have reviewed the above evaluation and discussed it with my supervisor and acknowledged that the evaluation has been understood by me.

Signature of the Appraise/Employee with Date   **Signature of the Appraiser/Evaluator with Date**

Part-G: RECOMMENDATIONS & COMMENTS
(Please put tick (√) in appropriate field)

☐ Promotion with effect from ……………………………………	☐ No salary increment
☐ Increment ………………………………	☐ Special Allowance of Tk………………… w.e.f………………
☐ Has potential for promotion, but not ready now	☐ Removal from the[service

Other Notes:

Concerned AHR	Head of Div./Dept./Unit/Project	HOD (HR), BIHQ

MANAGEMENT APPROVAL

☐ **Approved as Recommended**	☐ **Not Approved**

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MANAGEMENT OF BG