



Project proposal

on

Performance Appraisal System (A Case study on HITRAC Company)

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LETTER OF ACCEPTANCE

This is to certify that **Mr. Abdi Dini Addow** having the ID No: 115202009, Master of International Human Resource Management MIHRM Program, School of Business and Economics, United International University (UIU) has effectively finished the above Project paintings beneath my Supervision.

The identity of the Project is “Performance Appraisal System” A Case have a look at of Hibo schooling and Consultancy Company.

I wish him a complete achievement in his life

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DECLARATION

I, the undersigned, Mr. Abdi Dini Addow claim that I even have finished my challenge below the Supervision of Mr. Jakowan and Md. Mosharrof Hussein, Head of HR _ ICDDR, Founder and President of FBHRO, Adjunct Faculty United International University, Dhaka, Bangladesh.

I without a doubt have prepared the document on Performance Appraisal System (A Case examines of Hibo training and Consultancy Company (HIBO)) therefor I confirm that it's my very personal artwork with the resource of my supervisor. Neither a part of this record is copied from some other place nor submitted and posted earlier than for any instructional qualification, Certification, Diploma or diploma to any University or university institution.

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I am thankful to all the above referred to human beings for his or her contributions closer to final touch of my Project record.

EXECUTIVE SUMMARY

For this project of performance Management System conducted one of the Local consulting organizations named hibo training and consultancy (HITRAC) was mostly based on face to face interview and group discussions though there was some challenges when it comes some of the online interviews as there was Covid 19 pandemics which caused some problems to the research.

The Standard framework for employee Performance Management System could be very critical for any business enterprise and if it controlled properly professionally it can participate and lead for corporation's achievement to attain its objectives. This document is only organized and managed by Somali nearby Organization named HITRAC. This corporation is a nonprofit business enterprise primarily based totally in Somalia that offers schooling, expert studying, Research and Consultancy and has the exercise of those fields of expertise.

Based at the studies and locating I'm able to upload few hints to enhance the Performance Management shape of this corporation. As in keeping with my process enjoy of operating in HR Department and additionally my getting to know from IHRM route from UIU University, my advice will assist to HITRAC Company to study and improve for his or her Employee Performance Management System.

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1.0 INTRODUCTION

1.1 Background of the study:

Performance Management gadget of employees is how well they may be presently performing clarifies what needs to be done to decorate normal overall performance. Performance is the degree of achievement of the duties that make up employee's job, presentations how well a employee is exciting requirements of a job.

Job normaloverall performance: it's farneteffect of employee's try as modified with the resource of the usage ofabilities and duties perceptions, to reaprelevantdegree of normaloverall performance a Minimum degree of Proficiency must exist in each of the generaloverall performance Components.

The idea of Performance Management machine is to installation career normal overall performance expectations through which employees can effectsrecognizewhat ispredictedof their job. It allows Managers to reinforce their employees, the characterobligationto meet their goals and evaluate their privatenormaloverall performance.

A famous Performance Management gadget can usually be based totallymostly oncomments and Discussions amongst Employees and their supervisors. A present day survey indicates that handiestthree out of ten personnel agree that their Organization's Performance Management machinehelpsdecorate Performance.

Less than Forty percent of employeessaid their systemsmountedsmooth Performance goals, generated honestcomments or used technology to streamline the process. While the

ones results propose that there may be poorly designed Performance Management System in plenty of Organization.

I actually have decided on Hibo Training and Consultancy (HITRAC) a community Organization working supplying Capacity Building trainings Seminars and workshops to Government Civil Servants and one of a kind company it modified into mounted in Mogadishu SOMALIA June 2017 with the resource of the usage of a set of educators and Professionals it's far aim is Promoting Development through Research, Consultancy and Capacity Building trainings. Geographically its headquarters is in Mogadishu Somalia and Field Offices in one of a kind Regions in Somalia.

Hibo training and consulting corporation is registered underneath Somalia Government law as training and consulting corporation. Hibo training and Consulting Company has longstanding enjoy meeting the needs and aspirations of customer Organizations in search of to take a systems mind-set with their private Complex challenge. Hibo training and consulting corporation wider networks of Researchers and Relationships offers the crucial capabilities and know-how to deliver the Scope of hard work with strong rate in your money.

My Research study specializes with inside the Standard Performance Management System of HITRAC to discover if there can be areas in which need for further development with inside the Areas of Policy development, Employee Development Plan, art work Life Balance and Work Development, Employee well-being Programme, Flexible Work arrangements, What makes HITRAC's employees remain inspired to perform efficiently and overall performance of their art work.

1.2 Objectives of the study

The Objectives of the study are as follows:

- ✓ To know HITRAC'S standard Performance Management system by its employees
- ✓ To understand the Managing Practices of HITRAC's Performance Management system
- ✓ To identify the Challenges and Limitations of HITRAC's Practice and procedures for the Performance Management system of its Employees.
- ✓ To suggest Necessary Measures for the Improvement of HITRAC's Standard Performance Management System

1.3 Methodology of the Study

The Main Research strategies determined on for this observe had been Survey Based plus Secondary data Analysis therefore this is considered as a blended method

Data Sources:

For the collection of the Primary I really have used a Survey method through manner of method of Developing a Standard Questionnaire Covering Five (five) maximum critical areas with severe sub-questions on an first rating scale for each of the five Areas superior in case you need to get the right data from determined on HITRAC's employees. At the give up of the Questionnaire Four Descriptive answer sections are designed for the employees to specific themselves with each fine or horrible or blended of Positive and Negative feedbacks.

The Selected Main Four Areas are:

- ✓ Employee Satisfaction with the HITRAC's Performance Management System and the Consequences associated of workerprofession and potential development.
- ✓ Employee Performance Objectives are SMART and the Indicators are understandable
- ✓ Employee Performance Objectives are associated with their Job Descriptions
- ✓ Employee Performance Objectives setup are in location at the startof each year..

Selection of Respondents

Twenty Five (five) Employees blended Male and Female gender employerunderneathfirst rateemployee Status, Seniority and the Managerial diplomahad been purposively determined on. Among the respondents 60% had been Female wherein the remaining 40% had been Male.

Data Analysis:

The Survey Questionnaire had beensuperiorthe usage of Google hyperlink sheet and dispatched to the selected Employees via their emails and that they've submitted their final respondents via the identical Google sheet. The dataassessmentwhich incorporates Charts and Graphs has been generated the usage of the Google sheet.

Finally the Data had been analyzed carefullybased totallymostly on Qualitative and Quantitative measures. All the relevant findings have beendescribed in dataassessment and findings section. The Survey Questions and its Graphs and Charts have beenpresentedunder Neath Appendix.

1.4 LIMITATIONS OF THE STUDY

HITRAC is a huge consultancy Company with a whole Number of 136 Employees as in keeping with the final updated facts of their Employee list on October 2021, due to the Covid-19 pandemic it could not be viable to conduct an entire mapping and staff interactions with their staff as an opportunity I clearly have achieved a sample duration of 38.

The assessments emerge as completed based completely on the employee response. A large sample duration could have been more appropriate for producing a smooth photo of the HITRAC's Performance Management System but due to the winning Covid-19 pandemic situation face to face interview have emerge as one of the primary limitations to build up the desired facts from the respective personnel.

The take a look at period is also considered as a downside of the take a look at. As the Supervisor of this take a look at isn't spherical and the comments is continuously be certainly this leded moreover severe back and forth miscommunication limitations.

2.0 ORGANIZATION PROFILE

2.1 History of HITRAC

HITRAC emerge as installation in Mogadishu in June 2017 thru manner of method of a set of Professionals, HITRAC Company completed National and International recognition after its establishment. HITRAC has its maximum critical Head Quarter in Mogadishu Somalia and has Operational Offices in Hargeisa, Kismayo, Beledweyn and Baidoa. HITRAC is schooling and consulting agency which interests at promoting development via Research, Consultancy and Capacity trainings.

HITRAC shares a common region purpose with its clients and provides seamless services that allow them to create corporation strategies. Hibo schooling and consulting agency has a longstanding experience meeting the needs and aspirations of patron Organizations seeking to take a system mind-set with their very own complex challenge.

Hibo schooling and consulting agency is a miles wider community of Researchers and relationships which offers the critical skills and information to deliver the scope of exertions with sturdy price for your money.

2.2 HITRAC's Mission, Vision and Value Statement

Every Organization have a course for its employee wherein the Organization is going and what the Organization is trying to achieve, what is taking region inside aspect the Organization and what behavior is predicted of its personnel, HITRAC has moreover set its mission, Vision and price statement.

The Mission of HITRAC is to offer its clients an immoderate nice schooling and to guide them via the way of strategic extrude and to act a trusted consultant, offering goals and results-oriented assessment, solutions and implementation.

The Vision of HITRAC is to be the number one and high-nice trusted Research and schooling consultant inside aspect the Africa. The values of HITRAC are Honesty and objectivity, patron focused, Professionalism and integrity Intellectual rigor and Excellence

2.3 Structure of HITRAC

HITRAC is a private based completely corporation with a staffing duration of 136 personnel, HITRAC headed with the useful resource of the use of an Executive Director and Deputy

Executive Director. HITRAC's research region is broken up into five divisions which may be beneath the direct supervision of the Executive Director. The Program Director is the senior character this is important the day in recent times sports activities inside aspect the Organization, the group leader is beneath the Program Director wherein the Project workforce are beneath the group leader, and there are Field Monitors which may be moreover beneath the Senior Project Officer.

FIGURE 1: HITRAC Organizational Structure

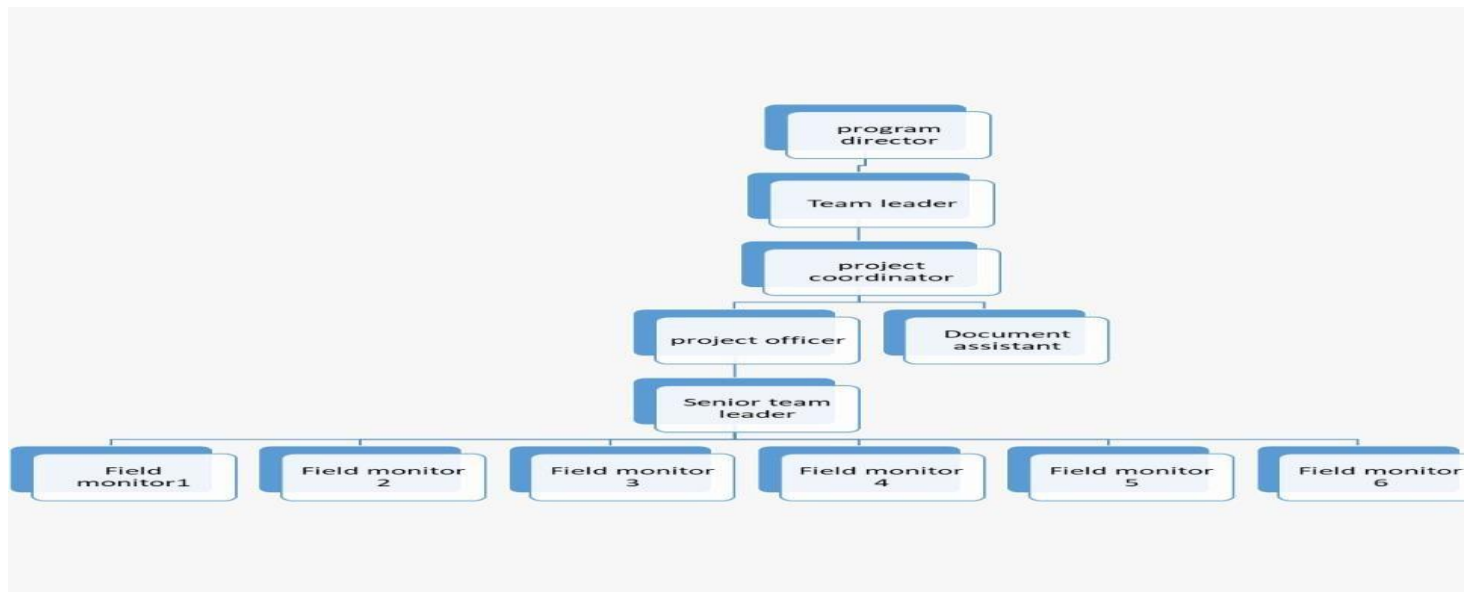


Figure 1 HITRAC Organizational Structure

2.4 Senior Leadership team

HITRAC Organization is led with the resource of the usage of the top chief, the Executive Director collectively with senior Leadership crew (SLT). The members of the SLT are Executive Director, Deputy Executive Director, and all Senior Division Directors and the

Directors of all the Departments beneath CMS. All Organizational selections are noted and agreed with the resource of the usage of the SLT and based absolutely on the agreement Executive Director collectively along side together along with his authority approves changes. Some most important actions as in line with the Organizational insurance are legal with the resource of the usage of the Board of Trustees.

2.5 Board of Trustees

Boards of trustees of HITRAC are the govt committee that jointly supervises the sports activities of the organization. As in line with the HITRAC insurance the Board of trustees consists of 12 members and usually they are elected organization of human beings that has regular responsibility for the Management of the Organization.

3.0 FINDINGS AND DISCUSSIONS

3.1 HITRAC's Standardized Performance Management System

The evaluation of any employee ordinary overall performance is based mostly on crucial desires the number one is to create a diploma that as it should be assesses the employee ordinary overall performance and the second is to create an ordinary overall performance system that promotes the development and the operational skills of the organization.

Findings

1. Based on my research there can be some survey indicates that the feedback from the street supervisors help some employees understand their pastime and ordinary overall performance expectations better at the same time there can be evidence indicating that Performance appraisal records is probably to be an accurate deliver of records than informal interactions with the supervisor, talking with human beings and specific symptoms and symptoms provided with the resource of the usage of the pastime itself, and personal feeling.

2. The ordinary overall performance feedback literature is also indicates that the credibility of the supervisor is crucial to reputation of appraisal records. The credibility appears to depend entirely on the supervisor's perceived degree of knowledge about the employee's pastime and degree of interest inside aspect the employee's welfare.

3. My research to HITRAC organization is also indicates that employee's rate of their non-public ordinary overall performance higher than do their supervisors. This is supported with the resource of the usage of evidence that employees are probably to without a doubt receive incredible records about themselves and to reject horrific records. Both of these tendencies may have a propensity to dilute the motivational have an impact on of any crucial ordinary overall performance appraisals.

Rating Format

1. As in line with the Research I actually have carried out in the direction of HITRAC it indicates that behaviorally based absolute scales have now no longer met early

expectations. Also the study's findings are not absolutely steady it seems to be that scale formats have drastically little impact on psychometric best at the same time as impact is indexed with the resource of the usage of interpreter agreement rater errors, convergent and discriminant validity of scores. In distinctive terms using behavioral in preference to no behavioral language and the physical affiliation of the size do now no longer seem like crucial in terms of the validity of the overall judgments about the general overall performance.

2. There is lack of rigor inside aspect the selection of anchors which indicates that the final word has now no longer been spoken on the merits of behavioral strategies to attain scales. It moreover the size that the choice of method and the format also can moreover make a difference inside aspect the usefulness, if now no longer the accuracy of the scores. Scales containing specific behavioral examples may be more useful for providing feedback to employees, trait scales may be more useful for score those rated.

3. In litigation managing ordinary overall performance appraisal, the courts have demonstrated a easy preference for past time specific dimensions. There are little research that is right now addresses the validity of scores obtained on past time specific or brand new dimensions. There is also an evidence indicates that raters may match at the global diplomain preference to past time specific or brand new insights, there can be moreover a big body of research on mistakes inside aspect the scores that shows that raters do now no longer deeply mitigate the difference of the man or woman perceptions in the direction of the general overall performance critiques this indicates that similar results can be predicted from rating scales that use past time specific or brand new ordinary overall performance dimensions.

4. This research is also indicates that scores of the street supervisors in the direction of their subordinates have now no longer been strongly considered to show the overall picture graph of the general overall performance critiques it without a doubt designed to study the electricity of cognitive and distinctive cap capacity tests to assume employee pastime ordinary overall performance, in distinctive terms they had been used to validate employment tests. These studies continuously show a low to mild placed correlation amongst employment tests and the supervisors scores, pastime incumbents whose rankings are well on the check have a propensity moreover to get maintain of suitable scores and those with low check rankings have a propensity to be rated mediocre performers. While admittedly spherical this relationship offers further indirect evidence that supervisors can rate their employees with some degree of accuracy whether or not or now no longer they'll accomplish that during an operational putting is each different matter.

A substantial form of rating scale formats, defining ordinary overall performance dimensions at numerous tiers of specificity, commonly used rating dimensions encompass personal inclinations as an instance initiative, leadership, and perseverance pastime behaviors. The extensive sort of scale elements has ranked as immoderate as 11 but most appraisal scales is amongst three and five.

3.2 Managing Practices of HITRAC's Performance appraisal system.

Human Resource Department is a department of Organization who is responsible to govern all the abilities related to the Organization's personnel, this is we see that the Human Resource Department is the coronary heart of the business enterprise.

Figure 2: HUMAN RESOURCE MANAGEMENT FUNCTIONS

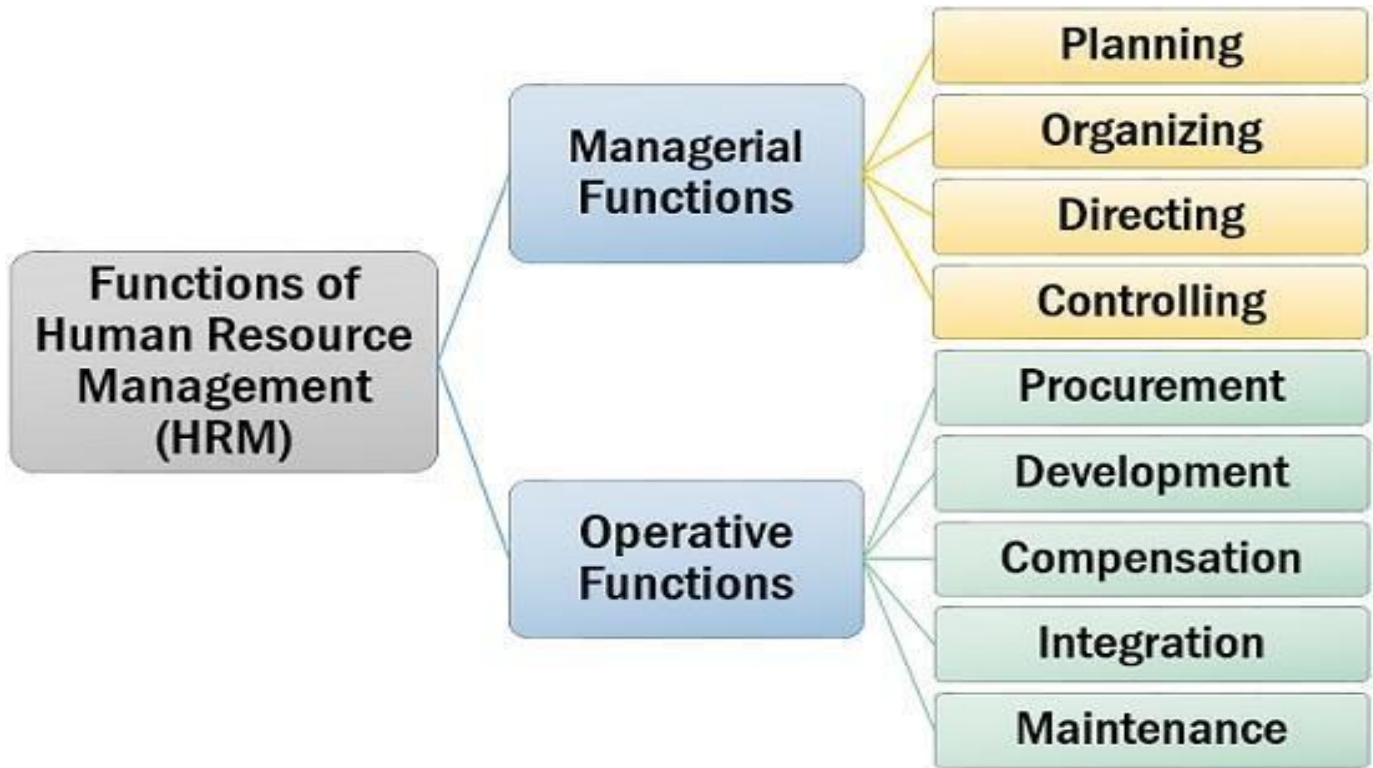


Figure 4 HUMAN RESOURCE MANAGEMENT FUNCTIONS

As a Human Resource pleasant exercise business enterprise HITRAC has its very own Human Resource Department whose accountable handling all of the above functions, being the enterprise associate of the business enterprise. Employee Performance Appraisals is cautiously controlled via way of means of the Human Resource team, from HR Planning thru retention of personnel are controlled via way of means of the HITRAC's HR team. Employee Performance Appraisal machine is a key feature for HR department. Recruitment, team of workers development, Onboarding most of these elements have direct hyperlinks which one some other.

Performance Management is a key industrial business enterprise system that insures well-coordinated person and organization efforts into organizational dreams.

3.3 Challenges of HITRAC's Performance Appraisal system

Performance appraisal machine of any Organization is HR department's feature to study a worker's overall performance inside a business enterprise. The evaluation of worker's overall performance offers a perception on his activity understanding and the nice of paintings.

Employee Performance Appraisal is often an ordinary assessment of a worker's activity overall performance it's farto present the personnel a remarks on their everyday ordinary sports and additionally to justify a pay boom and bonuses in addition to termination decisions.

Although all personnel hate the overall performance appraisal machine on the identical time it's far a preferred system to observe the business enterprise to assess their personnel. In order to lessen the troubles and problems inflicting the overall performance value determinations Managers must provide remarks concerning the overall performance of the personnel.

Employers have commonly been apprising personnel who paintings for them as they may be beneath neath their supervision. An overall performance appraisal is commonly primarily based totally on to apply putting dreams and growing a avenue map for worker development.

As consistent with my studies closer to HITRAC's Performance appraisal machine I even have launched the subsequent challenges:

- a) Lack of SMART goals setup: this became certainly considered one among the largest difficulty which personnel notion that they may be no longer evaluated pretty in preference to being judged on overall performance, broadly speaking personnel fear they may be judged via way of means of race, gender or how an awful lot their line supervisor get along.
- b) Comparing amongst personnel: Mostly personnel assume that the overall performance value determinations are faulty and unfair while they may be compared to their colleagues in place of their very own overall performance, every now and then even if the manager ranks a worker above their coworkers the worker can also additionally nevertheless experience dissatisfied.
- c) Same consistent score: the studies survey 10 human beings have interviewed in which 7 out of the ten say that the overall performance assessment not anything extrudes something for some of years this will be as an example that a 3rd of worker overall performance value determinations make an development in which some other fee do worse and the overall performance of the relaxation stays consistent.
- d) Personal bias: Personalities of each supervisors and subordinates have an effect on of the entire overall performance appraisal machine via way of means of substituting the organizational requirements in the assessment system. Mostly the supervisors generally tend to fall pray of subjectivity in place of the objectivity of the worker in achieving organizational dreams due to the fact the subjectivity commonly results in unfairness with inside the formula of the assessment decisions.

- e) Poor Assessment: whilst I became assessing with inside the work non-public documents I even have launched or even shows my studies closer to HITRAC that there's terrible overall performance appraisal evaluation there has been no interest to the understanding of the worker supervisors on the idea that because they may be the bosses they have got good enough recognition of the business enterprise in engaging in worker assessment. Inadequate managerial education concerning the necessities of the worker evaluation results inflawed implementation of overall performance appraisal programs.
- f) Factor of time and value: time and value is the fundamental mission of HITRAC's worker overall performance appraisal and commonly those elements limits using the overall performance appraisal strategies that produce the pleasant result. Performance appraisal calls for the manager or the road supervisor to preserve right music of every worker via way of means of writing reviews and documenting worker's information so long a evaluation paperwork commonly require extra time to fill the overall performance appraisal information. The overall performance appraisal machine calls for extra time to layout appraisal paperwork for exclusive personnel inside an organizational putting. In a few instances the road managers discover it smooth to copy an assessment past time the usage of preceding overall performance appraisal paperwork in preference to formulating new paperwork that embody any modifications within side the business enterprise.

Job contract wise respondents with gender count

As I even have stated in my early studies papers the respondents had been decided on purposively to recognize the same old HITRAC's Performance appraisal machine carried

out to the personnel are same and truthful and their perceptions and reports are just like different personnel.

Three agreement class varieties of Fixed, transient and informal (brief time period) contracts had been decided on, the discern under indicates the fixed-time period male and woman ratio is 34% for woman and 41% for male, the transient ratio is 9.5% for woman and 11% for male, and the informal agreement male and woman ratio is 7% for woman and 5% for male.

Figure 3: Job contract wise participants with gender count

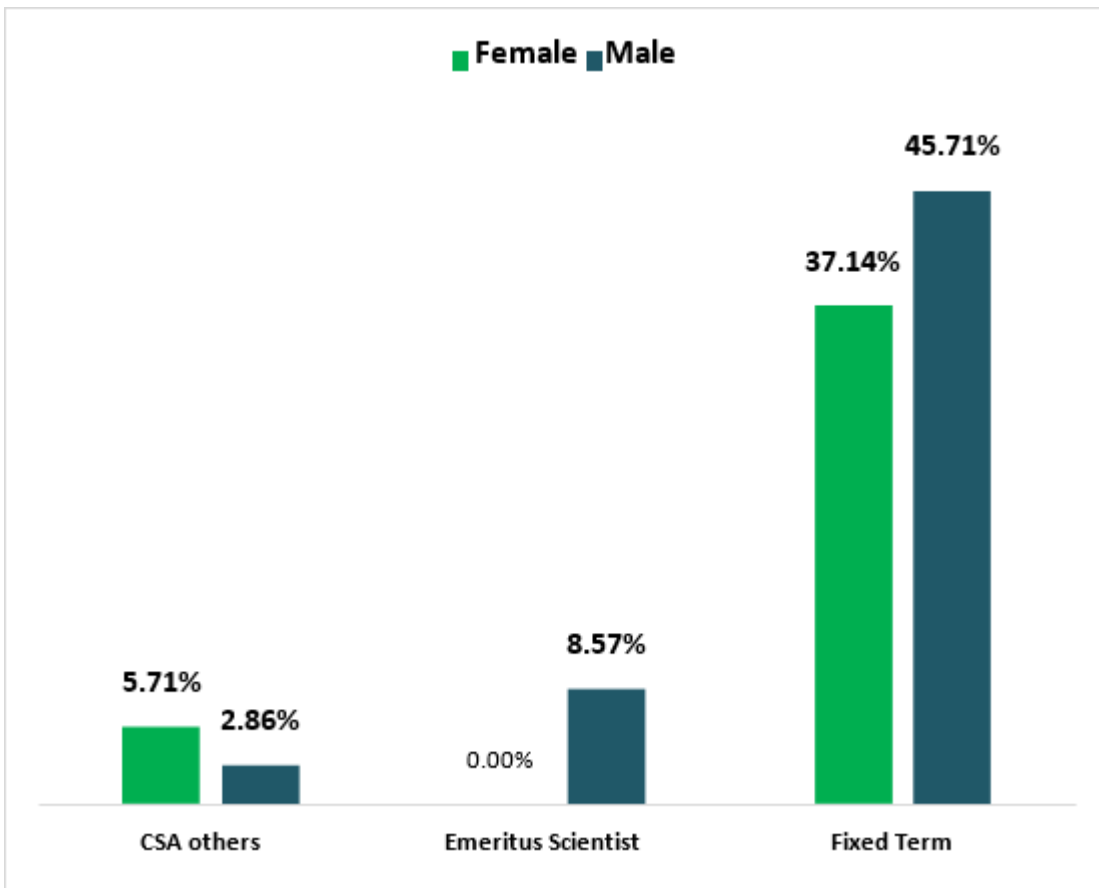


Figure 5 Job contract wise participants with gender count

Gender wise Education Level

Figure 4: Education Level of Respondents

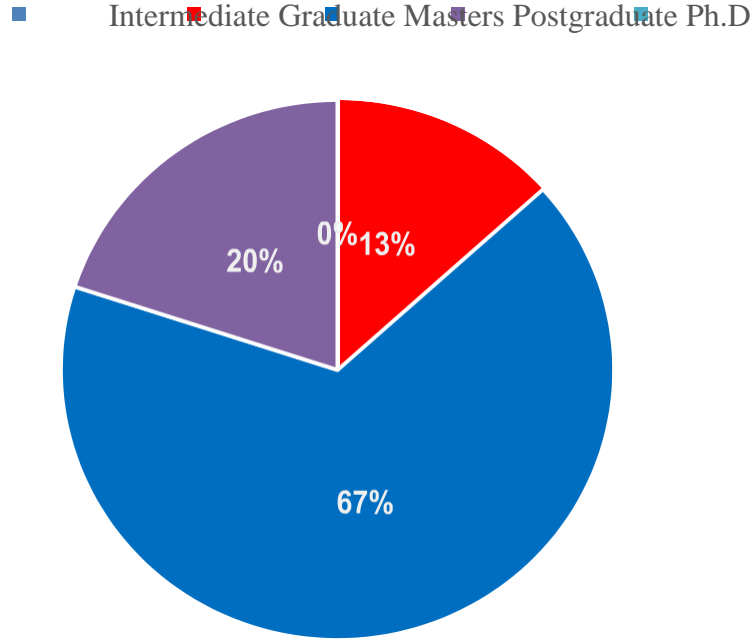


Figure 6 Education Level of Respondents

Length of Service wise analysis

Figure 5: Respondents' Length of Service with HITRAC Company

<p>Intermediate: Female=0, Male=1; Graduate: Female=2, Male=1; Masters: F=10, M=8 Post Graduate (10): F=3, M=7; PhD: F=0; M=3</p>
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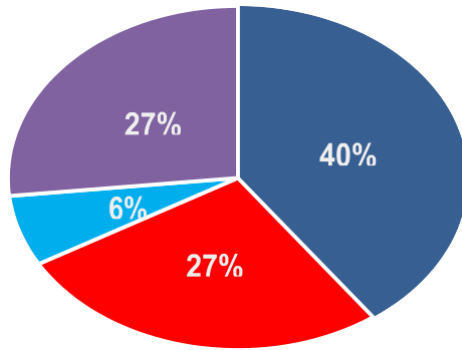


Figure 7 Respondents' Length of Service with HITRAC Company

The duration of service of respondents with HITRAC Company also were taken into account to know the overall satisfaction of HITRAC's employees. For the respondents **6%** have been with HITRAC Company for 26 years plus, **27%** for 16-25 years, **40%** for 6-15 years and **27%** for below 5 years. Out of this analysis, it seems that employees are satisfied with HITRAC Company for its overall service conditions and pay packages.

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Performance appraisals are as follows:

- a) Basic Salary b) House Rent allowance c) Conveyance Allowanced) Eid Bonus
- e) Salary Scale; f) Performance increment; g) Cost of living adjustment; d) Income Tax;
- e) Overtimepayment

Agree = 70%; Neutral= 20%; Disagree = 10%

There is a scope to address disagreement of respondents who disagreed on overall compensation.

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Non-

Monetary Benefit elements as follows:

- a) Leave policy b) Flexible Working hours c) Life Insurance; d) Medical facilities
- e) Career Advancement opportunity f) Acquire New skills and Knowledge
- g) Tea-Coffee;
- h) Transport facility i) Cafeteria Facility j) Work Life Balance h) Children Benefits.

Agree = 70%; Neutral= 20%; Disagree = 10%

There is a scope to address for 10% of respondents who disagreed on overall non monetary benefits. _

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Human Resources Rules

- a) Existence of Human Resource Department; b) Timely disbursement of salary
- c) Automation of process d) Timely Salary Survey e) Timely communicates contract issues;
- f) Easy access to HR g) Retirement procedure

Average Disagreement rate is 10%

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Retirement benefits elements as follows:

- a) Provident Fund; b) Gratuity/End of Service Benefits; c) Leave Encashment

40 SUMMARY AND CONCLUSION

41 Major Findings

The major findings from this research study are as follows:

- Employee contract types currently enforced in HITRAC are not similar based on their performance appraisal.
- Pay package and benefits are satisfactory for Fixed-term employees;
- The temporary contract type employees are assumed to have job insecurity due to the length of their contract periods;
- The fixed-term contract type employees are deprived of a number of benefits, e.g. provident fund, leave encashment, children benefits, medical benefits; life insurance, performance increments etc.
- Absent of end of Service Benefits for all contract types of staff.

42 Recommendations

HITRAC is a reputed international health research organization where Human Resources practice is present and enriched with policies and procedures. I would recommend the followings as a part of best HR practice to make the organization's employees happy and secured:

1. To have a Performance Appraisal policy which guides all the steps of the performance appraisals
2. To apply the Policy of the Performance Appraisal system and encourage the Line supervisors and the subordinates very strongly.

3. To develop a Standard Performance Appraisal form to conduct the evaluations
4. To identify the performance measures and the indicators very clearly
5. Setup a guidelines document for employee feedback
6. Outline employee expectations for their improvement in the Organization
7. The outcome and the result of the performance appraisals should always be based on the employee career development.
8. Improve Productivity during the evaluations process through better goal Management
9. Address those who are poor performance immediately following organizational procedure.

43 ConcludingRemarks

HITRAC should address the findings of the study and recommendations made in this report to minimize gap identified in its Employee performance Appraisal system in order to retain them and be satisfied with their job to increase the productivity of the Company

REFERENCES

- 1) HITRAC's Human Resources Report to the Board, November 2019;
- 2) HITRAC's Human Resources Manual last version July 2020
- 3) HITRAC's Achieved Data.

APPENDICES

Appendix-I: Performance appraisal system: Employee

Satisfaction Survey

Appendix-II: Procedure of Performance appraisal and

objective setting Survey Data

Appendix-III: Respondents' Comments

Appendix – I

Performance Appraisal System: Employee Satisfaction Survey

This survey might be carried out to recognize the employee's pride degree closer to the overall performance appraisal practices within side the employer. **The following questions are designed handiest for studies purpose.** The data might be stored confidential. Please do now no longer point out your name.

1. Name of organization:

3. Department:

4. Grade pay:

5. Types of employment

Personal Information : (Tick on marks the appropriate answer)

• **Gender: Male:Female:**

1.	Life Insurance					
2.	Medical facility					
3.	Career Advancement Opportunity					
4.	Acquire New Skills and Knowledge					
5.	Benefits (like tea, coffee) provided by company					
6.	Transport Facility					
7.	Cafeteria Facility					
8.	Work life balance					
9.	Children benefits					

I. Employee Satisfaction with Retirement Benefits

SL NO	I am happy with following Retirement Benefits Variables	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Provident Fund					
2.	Gratuity/End of Service Benefit					
3.	Leave Encashment					
4.	Post-Retirement Medical Benefits					
5.	Alumni Association					

II. Employee Satisfaction with Human Resources Rules

SL NO	I am happy with following Human Resources Rule	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Existence of Human Resources Department					
2.	Recruitment Procedure					
3.	Easy access to HR					
4.	Appropriately communicates contract issues					
5.	Timely Salary Survey					
6.	Automation of processes					
7.	Timely disbursement of salary					

I. What I like best about working for organizationis.....

II. Things that need little change in HITRAC Organizationis.....

III. What I like best about The Company's Performance appraisal system is...

IV. Things that need little change in HITRAC's organizationis.....

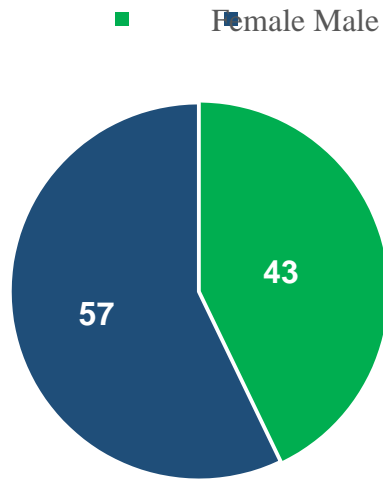
Appendix – II

Compensation and Benefits: Employee Satisfaction Survey

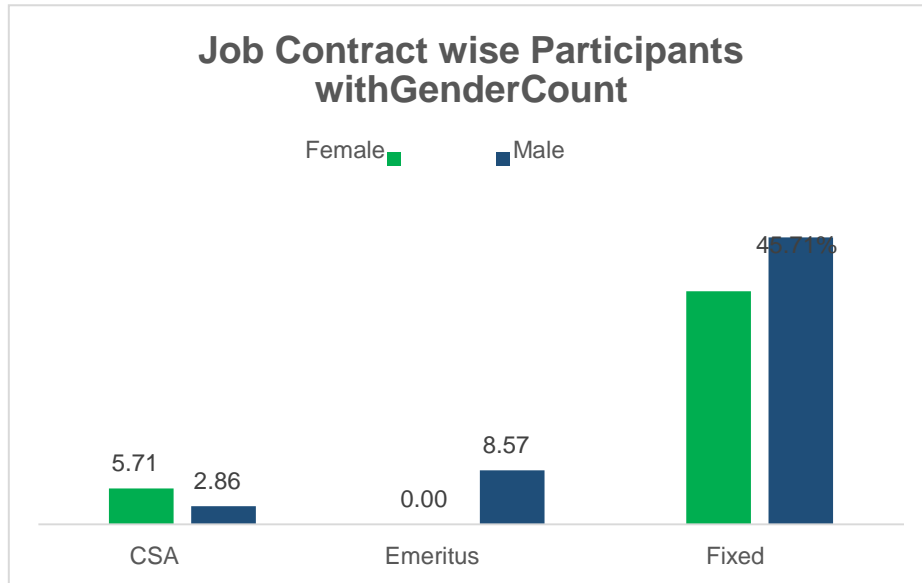
Participants' Classification:

Gender wise Participants

Gender	Number
Female	15
Male	20
Grand Total	35



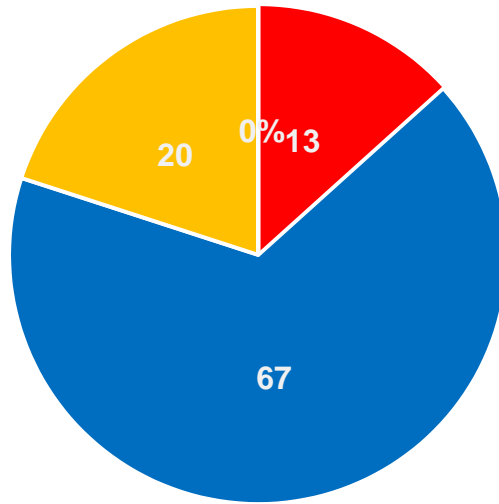
Job Contract Type	Female	Male	Grand Total
CSA others	2	1	3
Emeritus Scientist	0	3	3
Fixed Term	13	16	29
Grand Total	15	20	35



Education Level	Female	Male	Grand Total
Intermediate	0	1	1
Graduate	2	1	3
Masters	10	8	18
Post graduate	3	7	10
PhD	0	3	3
Grand Total	15	20	35

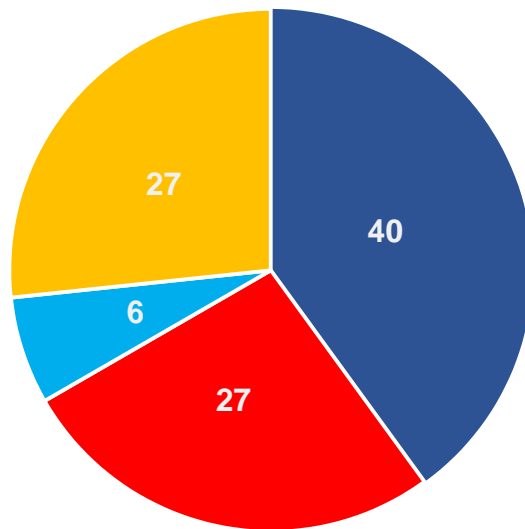
Education Level

■ Intermediate ■ Graduate ■ Masters ■ Postgraduate ■ PhD



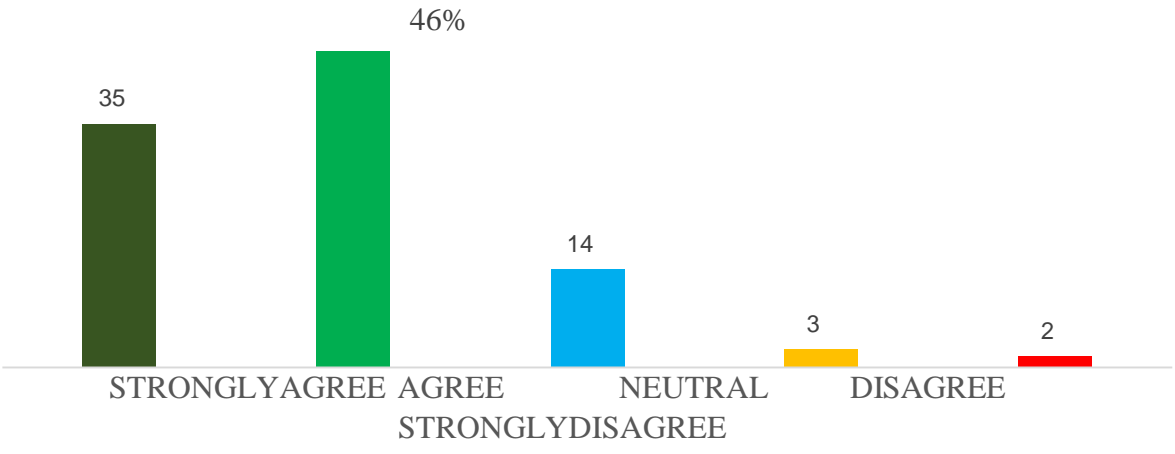
Length of Service

■ 0-5 Years ■ 16-25 Years ■ 26 and above Years ■ 6-15 Years



Overall Employee Satisfaction on Organization

Average Feedback on Overall Employee Satisfaction on Organization



Employee Satisfaction with Compensation

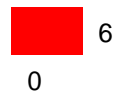
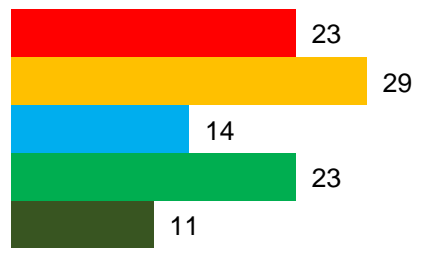
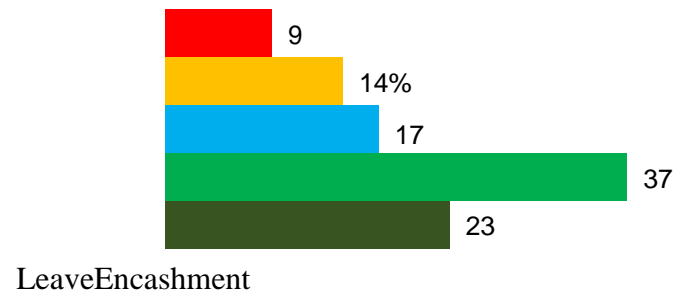
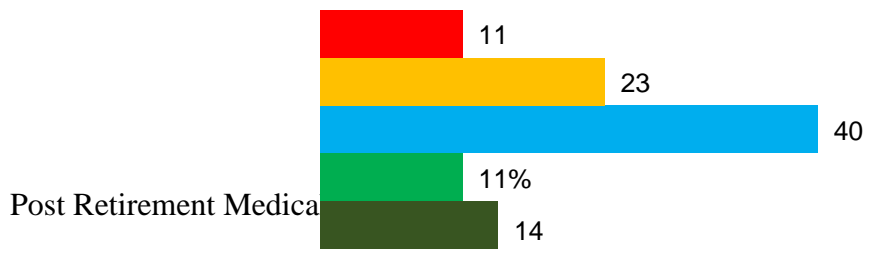
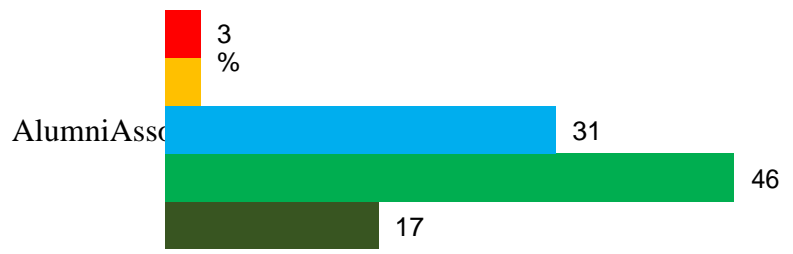
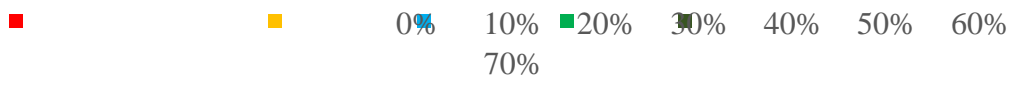
Career Advancement Opportunity

Medical facility

Life Insurance

Flexible Working Hours

Leave Policy





PROJECT QUESTIONARE

AbdiDiniAddow

ID No: 115202009

Privacy Statement

Please complete this survey and do not write any identifying marks on the survey as participants are meant to be anonymous. All information will be kept confidential. Any concerns can be communicated to me directly to my below telephone Number 616340202

Answer the following questions by circling the most appropriate answer

1. **Employee Performance Objectives setup is in place at the beginning of every year**
 - Yes
 - No

2. **Performance objectives are SMART, and the indicators are understandable.**
 - Yes
 - No
 - Not sure

3. **Performance Objectives are related to the Employee Job Description**
 - Related to the Job Description
 - Related to the specific assignment
 - Related to the specific mission

4. **Employee has a timely Annual appraisal before the end of his or her contract**
 - For newly hired staff
 - For middle level staff
 - Consultants
 - Domestic and junior staff
 - Senior staff

5. **Annual Appraisals are completed and reported in the last quarter of the year**
 - Every staff
 - Some staff
 - Staff majority of the staff
 - Others

6. **If an employee resigns from the work less than a year, he applicable to make a performance appraisal before he leaves.**
 - Yes
 - No

- 7. Employee training and their career development are based on their work performance**
- Majority of the staff
 - New staff
 - All staff
 - Those signed commitment letter
- 8. The HR personnel for firm usually do midterm review for employee performance appraisal during the year.**
- All staff
 - Some of the staff ending their contract
- 9. Supervisors sit their subordinates to discuss objectives setup at the beginning of the year.**
- Yes
 - No
- 10. Employee promotion and motivations depends on performance evaluation scores.**
- Yes
 - No
- 11. Performance appraisal documents are filled and kept in employee personnel files.**

- Yes
- No

12. How do you rate the communication with employees in terms of Performance appraisals?

- Very good (8-10)
- Good (5-7)
- Acceptable (3-4)
- Not good (0-2)

13. Refresher training about how to conduct effective employee performance appraisals is given to the supervisors.

- Effective employee performance appraisals are given to the supervisors.
- To ensure that skills learned during the initial training are not lost due to lack of use
- Training to keep their skills up to date
- Other

14. Are special work time arrangements such as compressed work weeks, flexible schedules and telecommuting offered?

- Yes
- No

15. Key Performance indicators reports are shared with the Senior HR Manager.

Strongly agree	Agree	Don't agree/disagree	Strongly disagree	Disagree

16. The Job descriptions for the employees are measurable in terms of performance appraisal.

Strongly agree	Agree	Don't agree/disagree	Strongly disagree	Disagree

17. Institutional Annual report included employee performance appraisals

Strongly agree	Agree	Don't agree/disagree	Strongly disagree	Disagree

18. Employee attitudes towards performance management system are morally fine.

Strongly agree	Agree	Don't agree/disagree	Strongly disagree	Disagree

