



United International University

Project Report

On

**“Comparative Analysis of Performance Appraisal
System of BRAC Bank Ltd. & Bank Asia Ltd.”**

Prepared for

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Major on Human Resource Management (HRM)

United International University

Letter of Transmittal

20th May, 2018

Dr. Mohd Hasanur Raihan Joarder

Professor, School of Business & Economics

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Subject: Submission of project report on “Comparative Analysis of Performance Appraisal System of BRAC Bank Limited & Bank Asia Limited”.

Dear Sir,

With profound respect, I would like to inform you that it's my pleasure to submit the project report on “Comparative Analysis of Performance Appraisal System of BRAC Bank Limited & Bank Asia Limited”. This report is presented for the purpose of fulfilling the requirements for the Degree of Bachelor of Business Administration (BBA). Preparing the project report provided me with the opportunity to acquire practical knowledge & experience. I have tried my best to bring up the Performance Appraisal system of the organizations thoroughly along with the importance of Performance Appraisal system and its impact and comparative analysis on the success of the organizations. The report would not be complete without your vigilant guidance, for which I want to express my heartiest gratitude to you.

So, I would like to submit my project report on “Comparative Analysis of Performance Appraisal System of BRAC Bank limited & Bank Asia Limited”. Your kind acceptance will be highly appreciated.

Sincerely Yours,

Rucksana Amin

ID: 111 141 307

Major on Human Resource Management (HRM)

United International University

Letter of Authorization

The project report entitled as “Comparative Analysis of Performance Appraisal System of BRAC Bank Limited & Bank Asia Limited” has been submitted for the purpose of fulfilling the requirement for achieving the award of the degree of Bachelor of Business Administration (BBA), major in Human Resource Management, from United International University. The report is carried out under my supervision, by Rucksana Amin, bearing ID: 111 141 307. The report is prepared for academic purpose. According to my knowledge and his declaration, no part of this report has been submitted for any magazine or journal.

Now, he is permitted to submit the project report. I wish his all success in life.

Dr. Mohd Hasanur Raihan Joarder
Professor,
School of Business and Economics
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Declaration

I am Rucksana Amin, a student of Bachelor of Business Administration (BBA) Program of United International University, Dhaka, Bangladesh. I had to prepare this report for fulfillment of the requirement of the BBA program. I hereby declare that title of the report is “Comparative Analysis of Performance Appraisal System of BRAC Bank Limited & Bank Asia Limited. “The report is prepared and completed by me and supervised and guided by Dr. Mohd Hasanur Raihan Joarder, Professor, School of Business and Economics, United International University.

Rucksana Amin

ID: 111 141 307

Major in Human Resource Management

United International University

Preface

Firstly, I would like to express my heartiest gratitude to Almighty Allah for his blessings which helped me to complete the report. Then, I would like to thank all the people involved in the preparation of this report either directly or indirectly. From the initial inception to the final completion, the success of this report rests not only on me, but also on the contributions of persons who inspired and guided my work. I would like to apologize to the people whose names I have not mentioned: their contributions are highly appreciated.

I would also like to express my thankfulness to my academic supervisor Dr. Mohd Hasanur Raihan Joarder, Professor, School of Business and Economics, United International University. The report would not be complete without his guidance and supervision. I would like to thank him for imparting his time and wisdom.

Finally, I would like to thank my parents and my siblings whose inspiration enabled me to complete this report. I am responsible for any mistakes in the preparation of this report.

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Executive Summary

The Bank Asia Ltd. and The BRAC Bank Ltd. are the fruitful running managing an account association in Bangladesh, effectually running few informal breakfasts and corporate workplaces in the nation, making work put for countless. Both of the associations keep up a standard and worker amicable culture which yields a low turnover rate and holds exceptionally energetic representatives. The BRAC Bank Ltd. and The Bank Asia Ltd. have a currently taking an interest HR office which persistently chips away at representatives execution, representatives development and inspiration every single other worker arranged works. Both of the associations persuades its representatives to give their best execution and gives all other supporting exercises to develop a superior work constrain which incorporates contributions workers to take an interest in various preparing and improvement programs. The BRAC Bank Ltd. and The Bank Asia Ltd. take after a particular execution examination to help HR methodology. The Performance Appraisal System in both of the banks are run for the most part for the administration representatives and is yearly robotized framework. The whole execution examination framework has been investigated and broke down in the report utilizing the sources like the Banks site and help by couple of workers of the human asset division of the associations. The framework has been assessed based on course learning and thoughts from the web.

Chapter 1: Introduction

1.1: Introduction

Human Resource Management which is generally referred to as HR, embroil everything connected to the employee-management relationship and it is about managing and supporting the organization's employee and with its associated procedures. Human Resource Management is seen as a basic business part or function. And it is essential to the effective operation of organizations. Human resource management is defined as the process of proper and maximum utilization of the skilled workforce available to the organization. The major purpose of the human resource management is making efficient use of the organization's existing human resource. As a practice in managing people in an organization, human resource management has evolved and it has developed in different areas. In the business world the most well-known organizations have their own designated HR department in private and public area, and they have already opening up an ample range of sectors and companies to candidates. In the recent years it has been seen that the numbers of key elements of organizations outsource is increasing in their HR functions. That's why; opportunities also exist within HR consultancies.

The HR practices have gone through a trial and error process by practicing managers and academics. Changes in the organizational environment have pushed managers to make attempts for improving managing people. Every organization desires to have people who are skilled and competent in order to make the organization more efficient and effective than the competitors. Among all the resources, humans are most important because no activity in the organization can be done without humans. Now a days HR is a very highly competitive and popular and career with the various schemes and which is being among HR or applicants the most oversubscribed. HRM has the great opportunity for the growth and development and specialism within a definite HR function (e.g. growth, development, diversity, appraisal benefit and selection and recruitment, etc.) and this is come with specialism and extra duties and responsibility and also some remuneration and with the performance appraisal system.

Performance appraisal which was began like an effort to rationally and it can be correlated with outcomes and rewards. Performance Appraisal was being used to appoint whether or not the wages and salary of an individual worker was justified. The system was firmly correlated to material achievement of an employee. If the employee's action or performance was based to be less than model, there will be followed a cut in pay. Besides, if the employee's performance was far better

than the employer expectation, a pay would be raised in order. On the other hand, any pay could be awarded to the developmental chance of performance appraisal. If there would be any felt or realization that a rise or a cut in pay should give the only requisite motive for a worker to either continue or improve for doing well. Sometimes this core process succeeded in acquiring the outcomes that were desired; but it failed if more often than not. For example, in the very early motivational investigators were possessed that different employee with roughly same work efficiencies could be awarded the equal amount of money. And the employees have quite several equality of motivation and performance. Performance appraisal defined as a structured and formal interaction which will be happened between a supervisor and subordinate, that generally takes the figure of a periodic meeting (semi-annual or annual), that the performance of work of the employee is inquired and discussed, with a view to personifying strengths and weaknesses as well as the opportunities for skill improvement and development. Performance appraisal results are used in many organizations, either indirectly or directly, to determine reward results. To identify the employee's better performance that would get the bonuses, available merit pay increases, and promotions, in this the performance appraisal outcomes are used. Appraisal outcomes are also used. To identify the performers who is poor at their work, may assert some form in extreme cases, counseling, dismissal, demotion or decreases in pay. If there is an adequate use of the performance appraisal system - the justification of penalties and rewards- is a very contentious and uncertain matter.

1.2: Objectives of the study

Objectives of this report include:

- To learn about the Performance Appraisal System of Bank Asia Ltd.
- To learn about the Performance Appraisal System of BRAC Bank Ltd.
- To compare the Performance Appraisal System of these two organizations.
- To discover the strengths and weaknesses of the systems used in both organizations.

1.3: Methodology

Primary Sources:

- Different manuals of Bank Asia Limited & BRAC Bank Limited.
- Different circulars of Bank Asia Limited BRAC Bank Limited.

Secondary sources:

- Different Types of brochures, articles.
- Website of BRAC Bank Limited & Bank Asia Limited.
- Different newsletters of BRAC Bank Limited & Bank Asia Limited.
- Different text books.

1.4: Scope of the study

The report commences with an overview of the two organizations (BRAC bank Limited & Bank Asia Limited), their mission and vision. The report consists of information regarding Performance Appraisal procedure of both the organizations. An overall knowledge of the performance appraisal process is necessary for conducting this study. This study determines the impact of performance appraisal process on the performance of Bank Asia and BRAC. The report also attempts to determine the relationship between the success of both organizations and their performance appraisal procedure and their comparative analysis of Performance appraisal. It will also recommend options aimed at resolving any problem found in the performance appraisal system of Bank Asia and BRAC.

1.5: Limitations of the study

While preparing this report, some barriers were faced including:

- The time period given for preparing the report was insufficient.
- A small sample is used for conducting the study.
- Interpreting the collected data and implementing them in this report was a difficult task.
- The data contained in this report are also collected from secondary sources because of lacking in primary data collection, so the authenticity of the report may be questionable to some people.

Chapter 2: Literature Review

2.1: Human Resource Management

Human Resource Management which is generally referred to as HR, embroil everything connected to the employee-management relationship and it is about managing and supporting the organization's employee and with its associated procedures. Human Resource Management is seen as a basic business part or function. And it is essential to the effective operation of organizations. Human resource management is defined as the process of proper and maximum utilization of the skilled workforce available to the organization. The major purpose of the human resource management is making efficient use of the organization's existing human resource. As a practice in managing people in an organization, human resource management has evolved and it has developed in different areas. In the business world the most well-known organizations have their own designated HR department in private and public area, and they has already opening up an ample range of sectors and companies to candidates. In the recent years it has been seen that the numbers of key elements of organizations outsource is increasing in their HR functions. That's why, opportunities also exist within HR consultancies.

The HR practices have gone through a trial and error process by practicing managers and academics. Changes in the organizational environment has pushed managers to make attempts for improving managing people. Every organization desires to have people who are skilled and competent in order to make the organization more efficient and effective than the competitors. Among all the resources, humans are most important because no activity in the organization can be done without humans. Now a days HR is a very highly competitive and popular and career with the various schemes and which is being among HR or applicants the most oversubscribed. HRM has the great opportunity for the growth and development and specialism within a definite HR function (e.g. growth, development, diversity, appraisal benefit and selection and recruitment, etc.) and this is come with specialism and extra duties and responsibility and also some remuneration and with the performance appraisal system. Performance appraisal which was began like an effort to rationally and it can be correlated with outcomes and rewards. Performance Appraisal was being used to appoint whether or not the wages and salary of an individual worker was justified. The system was firmly correlated to material achievement of an employee. If the employee's action or performance was based to be less than model, there will be followed a cut in pay. Besides, if the employee's performance was far better than the employer expectation, a pay would be raised in order. On the other hand, any pay could be awarded to the developmental chance of performance

appraisal. If there would be any felt or realization that a rise or a cut in pay should give the only requisite motive for a worker to either continue or improve for doing well. Sometimes this core process succeeded in acquiring the outcomes that were desired; but it failed if more often than not. For example, in the very early motivational investigators were possessed that different employee with roughly same work efficiencies could be awarded the equal amount of money. And the employees have quite several equality of motivation and performance.

Performance appraisal defined as a structured and formal interaction which will be happened between a supervisor and subordinate, that generally takes the figure of a periodic meeting (semi-annual or annual), that the performance of work of the employee is inquired and discussed, with a view to personifying strengths and weaknesses as well as the opportunities for skill improvement and development. Performance appraisal results are used in many organization, either indirectly or directly, to determine reward results. To identify the employee's better performance who would get the bonuses, available merit pay increases, and promotions, in this the performance appraisal outcomes are used. Appraisal outcomes are also used to identify the performers who is poor at their work, may assert some form in extreme cases, counseling, dismissal, demotion or decreases in pay. If there is an adequate use of the performance appraisal system - the justification of penalties and rewards- is a very contentious and uncertain matter.

2.2: Principles of Human Resources Management

The modern Human Resource Management is driven by several overpassing principles. Perhaps the main principle is a simple finding that human resources are the very significant assets of an organization; a business cannot be fruitful without effectively guiding this resource. The other important principle, enunciate by Michael Armstrong in his idem *A Handbook of the Human Resource Management*, is that the business success "is most possibly to be acquired if the personnel procedures and policies of the enterprise are nearly linked with, and create a major achievement to, the contribution of strategic plans and corporate objectives". The third leading principle, alike in scope, maintain that it will be the HR's duty to find, guide, secure and develop the employees whose desires and talents are consonant with the managing needs and future target of the company. Another HRM part that form corporate culture- in case of encouraging cooperation and integration across the company, establishing quantitative performance

assessment, or doing some other practice-;are also commonly mentioned as key material in business achievement. HRM, concise by Armstrong, "is a strategic accession to the motivation, acquisition and management and development human resources of the organizations. It is followed to implementing an apt of introducing programs and corporate cultures which support and reflect the main values of the enterprise and assure its success."

2.3: Human Resource Management: Key Responsibilities

Human resource management is eager with the improvement of both the individuals and organization in which they function. HRM is involved in not only in developing and securing the spirit of individual workers, but also in performing programs that improve cooperation and communication between the individual workers to bring up organizational prosperity. The initial responsibilities combined with human resource management comprise:

2.3.1: Job Analysis & Staffing:

Job analysis is the compatible of realizing often with the favor of companies other areas-; the responsibilities and nature of several employment part. "Job analysis is the base of HRM study because it shifts valid data about jobs which is used to promote and hire people, determining training needs, establish wages, and create other significant HRM decisions," narrated by Carl P. Zeithaml and Thomas S. Bateman in *Management: Function and Strategy*. The process of examining jobs in to identify the key requirements of each job is known as *job analysis*. Job analysis answers the following questions: What is the title of the job? To whom the employee is responsible? For whom the employee is responsible?

Staffing is the way of guiding the drift of personnel within (through promotions and transfers), into and out of the organization. At one time the recruiting portion of the staffing system has been accomplished, selection is completed through the interviews, job postings, testing, reference check and other tools.

2.3.2: Organization, utilization, and maintenance of work force

These are the key function of HRM in a company's work force. This includes creating an organizational appearances that create utmost use of an organization's human resources and developing method of communication that support the organization actions in a unified system. Other responsibilities in this part involve health and safety and the worker-management relations. Maintenance is connected with relationship to worker-management to start with entail: working with the worker; stirring grievances connected to misconduct, like sexual harassment or theft; and designing communication process to minister cooperation and a apportion among employees the sense of mission.

2.3.3 Performance appraisal

It is the study of measurement of employee job performance and giving feedback to employees about both the positive and negative futurity of their performance. Performance assessment are very significant for both for the individual and the organization, these are the primary information that used in promotions, salary increases, and, in the lieu of workers who plays dismissal and unsatisfactorily doings.

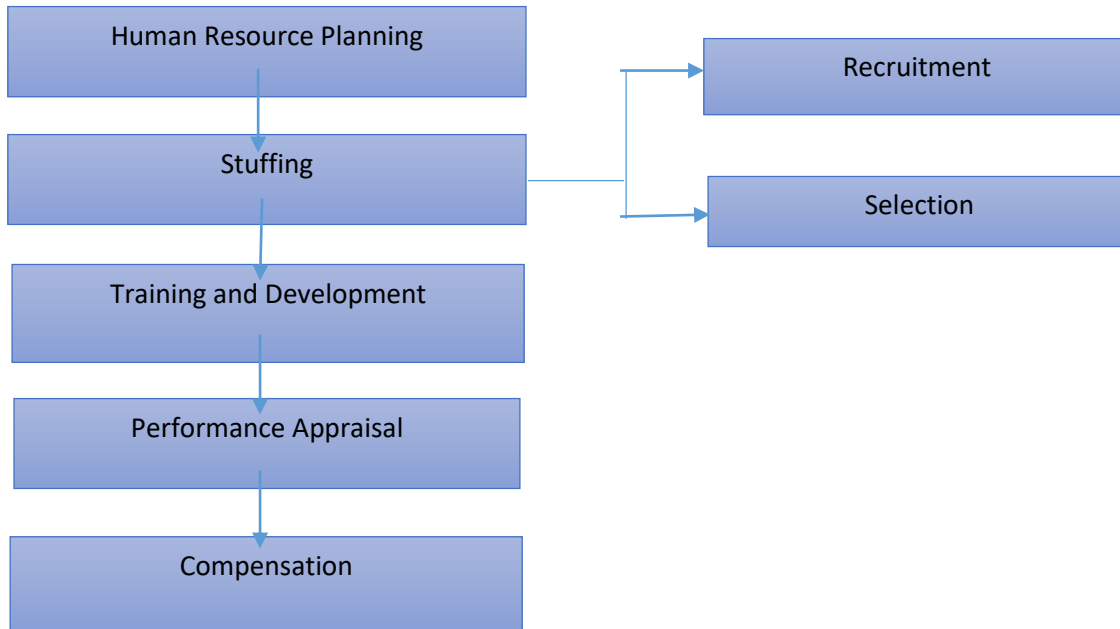
2.3.4 Reward systems for Employees

These are typically driven by HR field as well. This sight is very important for human resource management. This mechanism provides rewards for the achievements and give incentives for their higher performance to the workers in the future in the organization. By this mechanism organizations can address their problems within work force, via institution of correctional steps. Aligning with the work force of company target, defined by Gubman, "claims offering to the workers of an employment relationship which motivates the workers to bear ownership of the organizations business plan."

2.3.5 Employee development and training

Another important responsibility of the HR personnel is employee development and training. HR who is responsible for the research of training needs an organization's and for initiation and evaluation of employee development. And this programs are made to trace the needs. Training programs can target from the orientation programs that are created to acclimate in the company of the new hires, for the aspirant education programs, it is noticeable to familiarize a new software system to the employees.

2.4: Human Resource Function



2.5: Performance Appraisal

Performance appraisal can be found in very early 20th century. It was a formal and individual system of the performance evaluation and the appraisal of performance can be seen since like the time of the Second World War.

Dulewicz (1989) says, "... a basic human tendency to make judgments about that one is working with, as well as about oneself." Performance Appraisal is one of the fine arts that is used to perform in the past.

Performance Appraisal describes as a systematic way of appraisal of the employees performance and understanding the competencies for further growth and development of an employee. Performance appraisal is commonly done in methodical ways that are given as follows:

1. The employees are guided by the employers are in such a position for a better performance.
2. The factors that work behind the performances of employees analyzed by the supervisor.
3. The pay of employees and compare it with targets and plans measured by the supervisors.

2.6: Objectives of Performance Appraisal

2.6.1 Feedback

In any company providing feedback is one of the main objectives. Employee wants for feedback and seeks to learn how much the employees have earned or accomplished any work in the organization in time throughout the year. That's why performance appraisal system make sure always that they get the feedback and enhance the employees performance.

2.6.2: Decisions related to promotion or transfer

Every employee seeks to earn their ultimate goal in their life. Based on the performance appraisal, employees make decisions which are connected to promotion or transfer of an employee. Like, an employee is has the best leadership abilities and can be transferred to any place or area where the organizations business is low.

2.6.3: Encouraging

To improve the performance an employee will be encouraged. Any employee or worker cannot develop his/her action or performance of the place that he/she is standing at without knowing. Performance appraisal process points out that key part or areas where the employee wants or needs to develop his/her performance.

2.6.4: Goals Setting

An employee will not be feeling motivated to do any kind of work without a pre-determined goal. It is very important to set goals for the employees of the organization according to their skills and abilities. Performance appraisal helps the employers to know about their employee's performance and based on that the employee possesses the skills and a target can be set.

2.6.5: Counseling

Every individual possesses are not in same skills. There are also some employees in the organization are not capable to accomplish the goal. The performance appraisal system helps the supervisor to know the level of the individual's performance and with this the employer can help the subordinates if any problems coming out.

2.6.6: Hiring Decisions

Before seeing the employees work a company cannot assess. An individual can give his best in the interview process but it is also important to see in real condition how he operates the theory of the

books and can be maintained during the work only. So, the organization can know if they have appointed the right employee for the appointed job or not.

2.6.7: Training Decisions

An organization can decide if an employee asserts training or not. The performance of the individual can be accessed through the performance appraisal system.

2.7: Benefits of performance Appraisal

2.7.1: Communication

It usually occurred in the organization that in the communication process employees and managers do not employ themselves much. Performance appraisal can be resolved such problems. To define the criteria on which the performance is judged via the use of examples, the performance appraisal can be used as an opportunity then the individual can feel the work which he is appointed with better understanding.

2.7.2: Promotion

To find out any promotion programs, the job performance evaluation can help the supervisor. Performance appraisal system will help the organization to know about the advantages of each and every section and the most profitable one will be fulfilled by the organization by giving promotion. It's just not that promotion is just increase the position. Both the motivation of work and workload is also increased by the promotion.

2.7.3: Employee's Progress

This procedure of performance evaluation helps the management and HR for configuration of preparing programs and policies in a better way to anticipate and put into drill any improvement continuation for subordinates as well as for supervisors. The improvement of every subordinate has to be equally observed in order to promote a chance for improvement in their career.

2.7.4: Record of Compensation Structure

It is a responsibility to repose the compensation packages of bonus, salary structures, extra allowances, etc. Maintaining of register or records will support the organization in assimilating the cost of subordinates with the profitable provided by company. It will help the company in knowing if the subordinate has functioned in proportion to the remuneration.

2.7.5: Recruitment and Selection

Performance Appraisal process can provide the company with the data connected to the existing subordinate's performance. The organization can see if they have sufficient resources or not. Or if the subordinates working in the company are skilled or not. The organization can make the recruitment decision of the applicants based on this performance appraisal system.

2.8: Performance Appraisal System

2.8.1: Establishing Standards

First step in the procedure of performance appraisal system is forming the standard. The process will be used as a foundation for assimilating the actual function or performance of the subordinates. In this gradation, standards which are set by the management in such a way that judges the individual's performance as fruitful or unfruitful. Standards should be specific and clear, measurable and most importantly understandable.

2.8.2: Communicating Standards

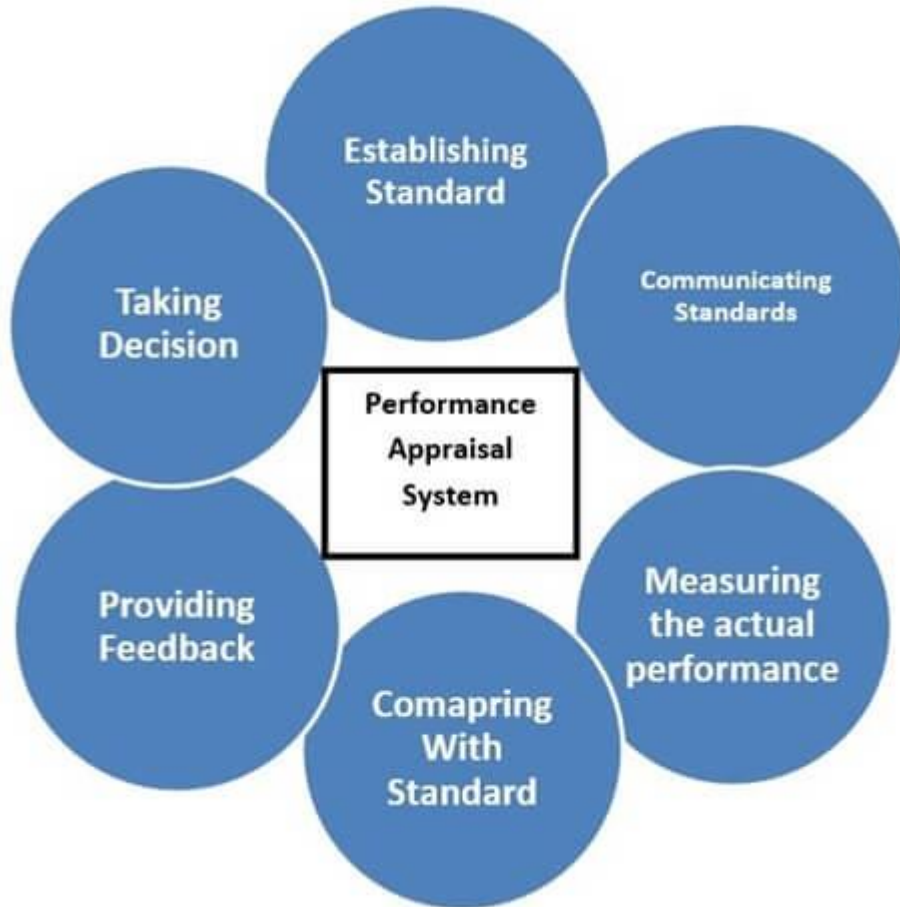
Another step of procedure of performance appraisal is communicating with standards to the subordinates of the company and it is the duty to communicate with the management. The Management body should make the standard understandable to them and if there is any doubt, it should make clear to them. At this stage modification can be done in the standards and accordant to the feedback getting from the employees.

2.8.3: Measuring the actual performance

In this process this is the most difficult and important step of performance appraisal. The Managers have to give feedback for that they have to measure the employee's performance in this step. It is a step that is perused throughout the year.

2.8.4: Comparison

The forth step is comparison of this process and the standards are set by the organization. And the standards will compare with the actual function or performance of the organization. The outcome can be positive or negative both. This step includes evaluating, recalling and analysis of data connected to the individual's performance.



2.8.5: Providing Feedback

The outcome of the performance appraisal system which is communicated on a one-to-one basis with the employees. Problem, solution, and outcome should be done in a very careful and practical way to solve any problem and coming for an agreement. It should be providing in a positive way. Because it is affecting the employees function or performance in the future.

2.8.6: Decision Making

The last and final step decision making in this process. The basic objective of the organization of making decisions about individuals and decisions linked to demotion, transfer, promotion etc. will be done in this part. In this step corrective actions are also taken for the negative deviation. HR manager takes the decision and the decision should be matched exactly with the performance appraisal outcomes of individuals to avoid any misconduct, disturbances or grievance in between the manager and subordinate. Otherwise it will affect the overall functions or performance of the company.

2.9: Performance Appraisal Policy

Performance Appraisal process is led by the HR Division. So the arrangement is likewise made by the (Human Resources Division to direct this procedure easily and obviously. There are numerous offices and motivating forces are given to the representatives of the bank and these are considered as the evaluation arrangement.

2.10: Approaches of Performance Appraisal System

Organization can use several kinds of approaches for the purpose of measurement of employee's performance. They are:

- **Behavioral Approach:** It is stressing how workers carry out the activity. Proper if workers set aside a long opportunity to accomplish wanted results.
- **Results Approach:** It underscores what representatives create. Most fitting when specialist's talented important practices and Behaviors and Results clearly related.
- **Trait Approach:** It stress singular characteristics of representatives. Proper if basic changes made arrangements for association.

2.11: Techniques and Methods

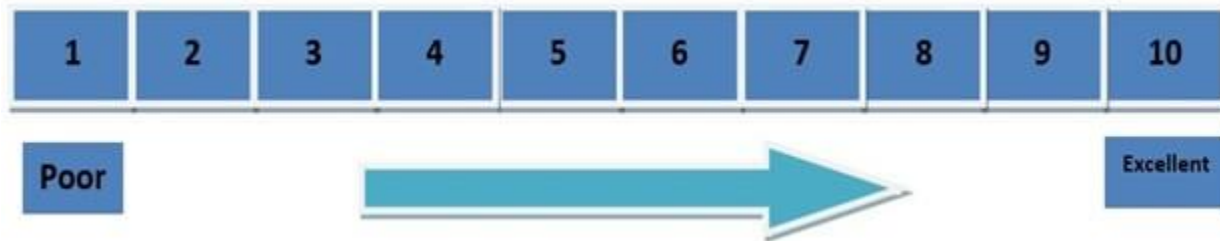
There are two types of techniques and methods:

- ✚ Traditional Method
- ✚ Modern Method

2.11.1: Traditional Methods of Performance Appraisal

2.11.1.1: Rating Scales Method

In this method, a range from excellent to poor is prepared by numerical scale. The method represents the criteria of job evaluation such as attendance, output, attitude etc. So, an individual is conferred the rating on the basis of on the employees performance against targeted criteria. On this scale, 10 represents positive performance and 01 represents negative feedback. The individual is assessed by the colleagues, supervisor, subordinates and sometimes also by the customer, it's all lies on the character of the job.



2.11.1.2: Checklist

A person who is evaluating an individual is given a chart of the behavior of the individual on the job, in this method. The check list comprises a list of representations on the basis of the rater explains the on-job employees performance. A rater who put a tick mark on 'Yes' or 'No' stupor in opposition to the trait. Once the process is completed, the person or rater sends list to the HR for final evaluation.

Sample Questions-

- Is the employee really attached in the task that is assigned? Yes/No
- Is he honored by his colleagues or co-workers? Yes/No
- Does he give admire to his superiors or peers? Yes/No
- Does he follow injunctions properly? Yes/No
- Does he make error frequently? Yes/No

2.11.1.3: Forward Choice Method

The series of the statements prepared in the anvil of two or more are conferred and the rater suggests that statement is false or true or. The rater is oppressed to make one choice. HR department does actual measurement. The main advantage of this method is: there is absence of individual partiality because of the forced choice. Disadvantage is statements may be wrongly framed.

2.11.1.4: Critical Incidents Method:

In this method, the critical behavior that makes a distinction in the non-effective and effective performance is filed of each employee. It was improved by Flanagan and Burns. And at the end of this rating period, those phenomenon are used in the employee's performance evaluation.

For an example- a clerk of sales patiently served to the customer's problems and complaint. He is prompt, polite, and enthusiastic in resolving the customers' complaints.

2.11.1.5: Essay Method

In this method, ample description of the performance of the employee's which is written in the list by the writer of an essay. The employee performance and his requirements of training and development programs, his relations with other Co-workers and strengths and weaknesses of the employee, etc. are several points that are covered in the essay. Proficiency of this method rely on the writing abilities of the rater. Whilst producing the essay on the individual, the rater figure out the following factors:

- Employees job knowledge and potentiality;
- Employee understands of the organization's policies, programs, objectives, etc.
- The employee's connections with superiors and co-workers

2.11.2: Modern Methods of Performance Appraisal

2.11.2.1: Assessment Centre

Assessment Center is a place where to evaluate an employee's potentiality and performance. Usually, the organization outsource it, in lieu of keeping their own. This involves events, tests, exercises and also the test to evaluate the employee's performance. Some Major skills which are judged by this method are- intellectual capability, interpersonal skills, career orientation and motivation etc. Usually, organizations use this method of performance appraisal to enhance the subordinate from the executive position to the managerial position.

2.11.2.2: Behaviorally Anchored Rating Scales

It is a technique which is established recently. It assembles critical incident methods and rating scale. It is the formation of predetermined critical part of job functions or a sets of behavioral assertion describing the significant job performance qualities which is as good or bad. Comparison is performed between the employee's real behavior and employee's intended behavior in this method. In this method, the people who rate distinguished between the successful and the unsuccessful job performance. Example-

BEHAVIORAL ANCHORED RATING SCALES		
Performance	Points	Behavior
Extremely good	7	Can expect trainee to make valuable suggestions for increased sales and to have positive relationships with customers all over the country.
Good	6	Can expect to initiate creative ideas for improved sales.
Above average	5	Can expect to keep in touch with the customers throughout the year.
Average	4	Can manage, with difficulty, to deliver the goods in time.
Below average	3	Can expect to unload the trucks when asked by the supervisor.
Poor	2	Can expect to inform only a part of the customers.
Extremely poor	1	Can expect to take extended coffee breaks & roam around purposelessly.

2.11.2.3: Human Resource Accounting Method

It is a method that is used to evaluate the effectiveness of the organizations personnel management and the actual use of resource of human in an organization. Human resources that considered as assets for the company. Human resource accounting method attempt to find the comparative worth of these assets which is considered in terms of money. Employee performance is judge based on the cost oppressed on the individual and the benefit attained from the employee. The cost incurred comprised wages, salaries, benefit and training expenses is total the value added in the terms of monetary system.

2.11.2.4: Management by Objectives (MBO)

Dr. George S. Odiorne explains MBO, “Management by objectives which is a process whereby the subordinate and superior and the managers of an company unitedly identify its common target, define each employee’s major areas of duty in terms of the outcome expected from the employee, and by using of these evaluation as guides for functioning the unit and measuring the achievement of each of the organizations members.”



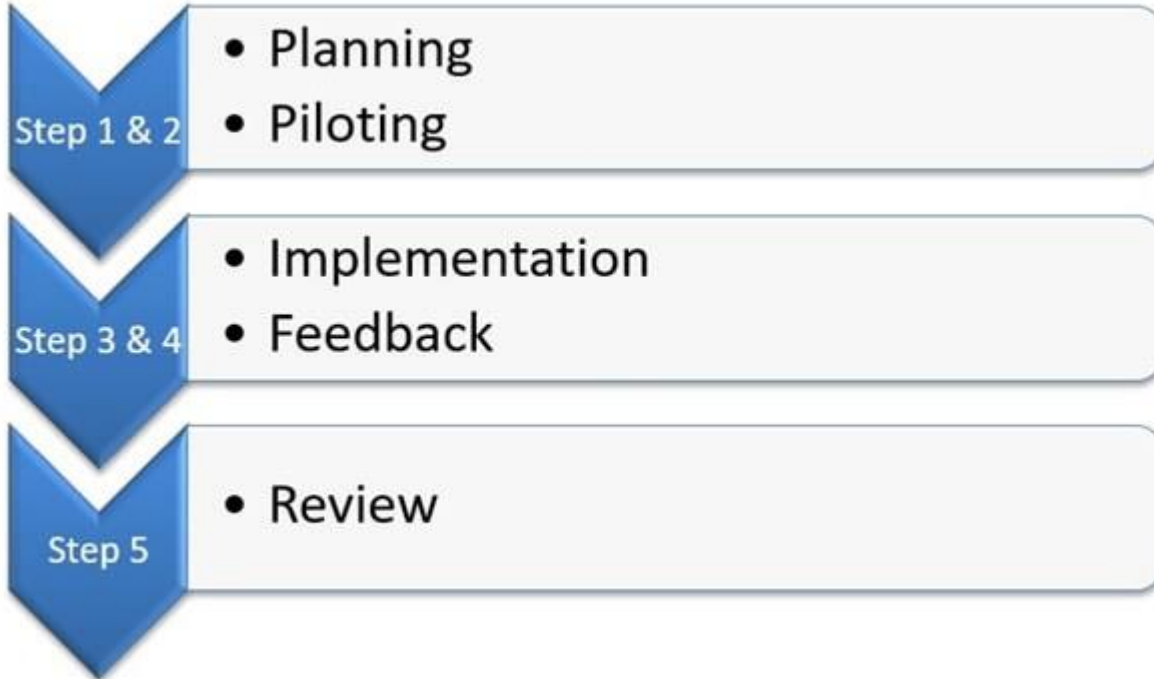
2.11.2.5: 360 Degree Performance Appraisal Method

360 is a system in which individuals will get their feedback from all the employee or employer they work with. About 7-12 people complete the form that is a form of feedback. The forms content change from its efficiencies to the work environment. The employees also fill the form to know about, to self-evaluate them and to understand their flaws. 360 degree is one of the best systems that is used to get everybody's strength and weakness everyone's opinions by recording.

People who engaged the 360-degree performance appraisal procedure are:

- a) Subordinates
- b) Suppliers
- c) Managers
- e) Customers
- f) Peers

Process of 360 Degree Performance Appraisal:



2.11.2.6: Potential Appraisal

Potential Appraisal refers to the consolidation of the hidden talent and skills and of an employee. But it is not that much important like an employee is possessed of the talents and skills. This appraisal is a future oriented method that concentrate on identifying, measuring and evaluating the employee's potentiality to bear responsibilities and higher positions.

Chapter 3: Company Profile

3.1: About BRAC Bank

3.1.1: Organization profile

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore top International, has been the quickest developing Bank in 2004 and 2007. The Bank works under a "twofold main concern" plan where benefit and social duty go as one as it endeavors towards a destitution free, edified Bangladesh.

A completely operational Commercial Bank, BRAC Bank centers around seeking after unexplored market specialties in the Small and Medium Enterprise Business, which up to this point has remained to a great extent undiscovered inside the nation. Over the most recent six years of activity, the Bank has dispensed over BDT 7500 corer in credits to almost 2,00,0,000 little and medium business visionaries. The administration of the Bank trusts that this segment of the economy can contribute the most to the quick age of work in Bangladesh. Since commencement in July 2001, the Bank's impression has developed to 56 branches, 429 SME unit workplaces and 112 A TM destinations the nation over, and the client base has extended to 4, 65,000 store and I, S7, 000 propel accounts through 200S. In the years ahead BRAC Bank hopes to present numerous more administrations and items and additionally include a more extensive system of SME unit workplaces, Retail Branches and A TMs the nation over.

BRAC Bank expects to set gauges as the Market pioneer in Bangladesh. It will show that a privately possessed organization can give proficient, cordial and Modem full administration putting money on a productive premise. It will deliver income and payout profits that can bolster the exercises of BRAC, the Bank's real investor. Improvement and destitution lightening on a countrywide premise needs large scale manufacturing, mass utilization and mass financing. BRAC Bank objective is to give mass financing to empower large scale manufacturing and mass utilization, and in this way add to the improvement of Bangladesh. The Bank's objectives are subsequently lined up with those of BRAC.

3.1.2: Goals

BRAC Bank will be the outright market pioneer in the quantity of credits given to little and medium measured ventures all through Bangladesh. It will be a world – class association as far as administration quality and setting up connections that assistance its clients to create and develop

effectively. It will be the Bank of decision both for its representatives and its clients, the model bank in this piece of the world.

3.1.3: Vision

"Building a productive and socially mindful monetary foundation concentrated on Markets and Business with development potential, in this way helping BRAC and partners assemble a simply, illuminated, solid, majority rule and neediness free Bangladesh".

3.1.4: Mission

- Sustained development in 'little and Medium Enterprise' division
- Continuous minimal effort store development with controlled development in Retained Assets
- Corporate Assets to be subsidized through self-risk activation. Growth in Assets through Syndications and Investment in more quickly developing divisions
- Continuous try to expand charge based wage
- Keep our Debt Charges at 2.5 % to keep up a consistent productive development
- Achieve proficient cooperative energies between the bank's Branches, SME Unit Offices and BRAC field workplaces for conveyance of Remittance and Bank's different items and administrations
- Manage different lines of business in a completely controlled condition with no trade off on benefit quality
- Keep a differing, Mr. Hung group completely roused and driven towards appearing the bank's vision into reality.

3.1.5: Corporate Values

BBL's quality exudes from their proprietor – BRAC. This implies, we will hold the accompanying qualities and will be guided by them as we carry out our employments.

- Value the met that we are an individual from the BRAC family
- Creating a legitimate, open and empowering condition

- Have a solid client spotlight and manufacture connections in light of respectability, prevalent administration and shared advantage
- Strive for benefit and sound development
- Work as a group to serve the best enthusiasm of our proprietors
- Relentless in quest for business development and change
- Value and regard individuals and settle on choices in view of legitimacy
- Base acknowledgment and reward on execution
- Responsible, dependable and well behaved in all that we do

3.1.6: Strategies of BRAC Bank Limited

Financing establishment of small units of industries and business and facilitate their growth Small Balance Sheet size composed of quality assets.

- Steady and sustainable growth.
- Investment in a cautious way.
- Adoption of new banking technology.
- To employ funds for profitable purposes in various fields with special emphasis on small scale industries.
- To undertake project promotion on identify profitable areas of investment.
- To search for newer avenues for investment and develop new products to suit such needs.

3.1.7: Financial services

- SME Banking
- Retails Banking
- Card Service (Credit & Debit)
- Foreign Exchange & Related Services
- Wholesale Banking & Custodial Service
- Probashi Banking

3.2: About Bank Asia

3.2.1: Organizational Profile

Bank Asia has been propelled by a gathering of fruitful business people with perceived remaining in the general public. The administration of the Bank comprises of a group drove by senior investors with many years of involvement in national and universal markets. The senior administration group is capably bolstered by a gathering of experts huge numbers of whom have presentation in the universal market. It set point of reference by securing the business tasks of the Bank of Nova Scotia in Dhaka, first in the managing an account history of Bangladesh. It again rehashed the execution by securing the Bangladesh activities of Muslim Commercial Bank Ltd. (MCB), a Pakistani bank. In the year 2003 the Bank again went to the spotlight with oversubscription of the Initial Public Offering of the offers of the Bank, which was a record (55 times) in our capital market's history and its offers summons respectable premium. The benefit and obligation development has been exceptional. Bank Asia has been currently taking an interest in the neighborhood currency showcase and in addition outside cash advertise without presenting the Bank to powerless positions. The Bank's interest in Treasury Bills and different securities went up detectably opening up open doors for upgrading salary with regards to an administration of slow loan cost decay. Bank Asia Limited began its administration with a dream to serve individuals with modem and creative managing an account items and administrations at moderate charge. Being parallel to the front line innovation the Bank is putting forth web based keeping money with included conveyance stations like ATM, Tele-managing an account, SMS and Net Banking. What's more, as a major aspect of the bank's sense of duty regarding give all modem and esteem included managing an account benefit with regards to the absolute best standard in a globalized world.

3.2.2: Vision

Bank Asia's vision is to have a destitution free Bangladesh in course of age in the new thousand years, mirroring the national dream. Their vision is to manufacture a general public where human respect and human rights get the most elevated thought alongside diminishment of destitution.

3.2.3: Mission

- To help with conveying high caliber of administration to clients and to partake in the development and extension of our national economy.
- To set exclusive requirements of honesty and convey add up to fulfillment to customers, investors and workers.
- To turn into the most looked for after bank in the nation, rendering innovation driven.
- Innovative administrations by committed group of experts.

3.2.4: Strategies of Bank Asia

- Investment carefully.
- To utilize reserves for beneficial purposes in different fields with exceptional accentuation on little scale businesses.
- To look for more up to date roads for speculation and grow new items to suit such needs.
- To attempt venture advancement on distinguish gainful zones of speculation.
- Adoption of new saving money innovation.

3.2.5: Financial Services

Bank Asia Limited offers an extensive variety of item and administrations to their client. They offer after items and Services:

- Business Banking
- Small and medium enterprise (SME)
- Money Market
- Investment products
- Off- shore Banking Unit (OBU) Products
- Capital Market Operation

4. BRAC BANK LTD.

4.1: Performance Appraisal System of BRAC Bank Limited

BRAC Bank rehearses execution examination to assess their worker's execution. They utilize quantifiable criteria for assessing their representatives. The center reason for BRAC BANK LTD's execution evaluation is to advance or increment compensation of their representatives whose execution is better contrasting with different workers. By denoting the worker's office going to time, relational aptitude, work area watch execution, business execution and so on of BRAC Bank Limited's Performance examination Systems. It occurs on-yearly premise. It serves to:

- Align worker destinations to the business objectives. Empower vital Performance Management through Management by Objectives (MBO)
- Measure and Assess worker execution intermittently and give input and support to accomplish quantitative, subjective and process targets
- Evaluate and track Hi-Performance and achievers in light of Competency driven rehearses
- Empower Reward and Recognition

The assessment is finished by the directors of the specific representatives. The assessment sheet ought to be marked by the both manager and the worker. On the off chance that the worker is happy with his assessment then the boss signs and offers it to the HR division. In any case, if the representative isn't happy with the assessment then he signs in the wake of composing on the assessment sheet that he doesn't concur. In addition, administrators are permitted to impart the examination data to the workers by sending them the filled assessment sheet.

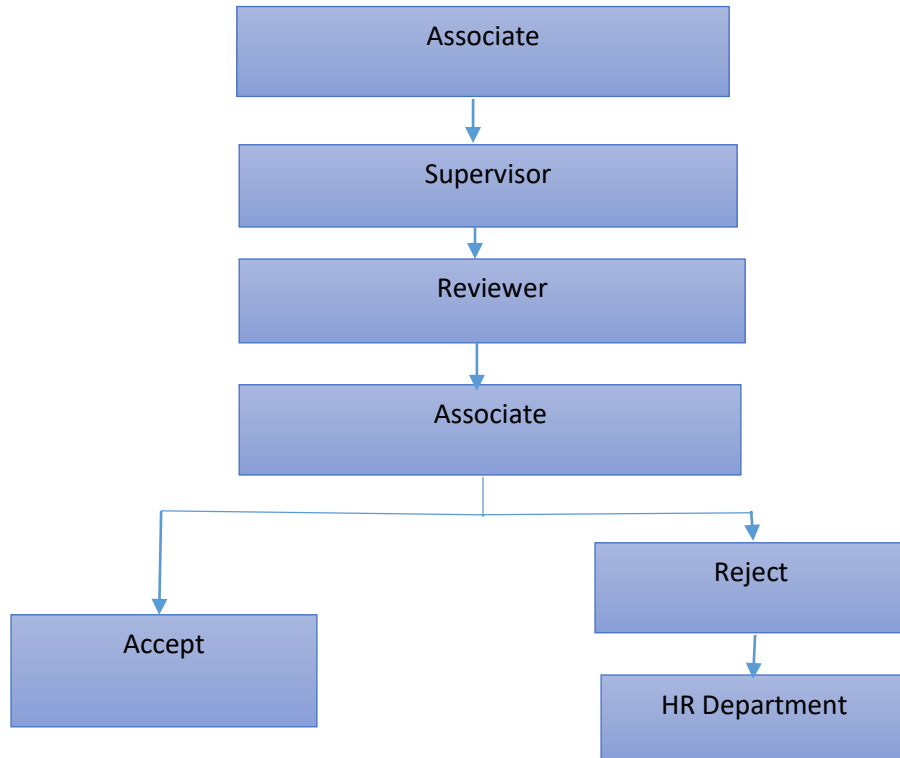
4.2: Approaches Used in BRAC Bank Ltd.

The BRAC Bank Ltd. The Performance Appraisal Approaches. But they do not apply any kind of approaches specifically. They follow the three approaches. Like:

- ✚ Behavioral Approach
- ✚ Result Approach
- ✚ Trait Approach

The BRAC Bank Ltd. uses a combination of trait, behavior & result approach. While hiring employees, traits as well as behavior is considered. While working in the bank, the results produced by the employees and the process through which those results are achieved are considered for performance appraisal.

4.3: Process of Performance Appraisal



The BRAC Bank Ltd. follow this Performance Appraisal Process. First of all it starts from the associate then it goes to the supervisor. Then the supervisor gives it to the reviewer to see it properly whether their happened any kind problem or this is correct. Then it again send to their associate. Then he accept it or reject it. It is rejected it goes to the HR Department to see the process again.

4.4: Techniques & Methods Used in BRAC Bank Ltd.

The BRAC Bank Limited use the modern method Behavioral Anchored Method to give the Performance Appraisal to their employees. Like below:

Excellent (E) = 5 points

It implies their remarkable representative the distance (knows the activity, surpasses target and employment objective reliably, activity and drive, searches for new errands without holding up to be told, proficient to bear higher duties, multi-gifted, group laborers, imaginative, have enthusiasm to win, helps other, inspirational mentality and way, dependable, co-agent, produces benefits above self-intrigue, and at the cost of self-bother, contribute new thoughts, keeps responsibility, well

oversees time, high trustworthiness/genuineness, orders regard from others and a man to take after as good example). Plainly superb execution praiseworthy and driving edge.

Very good (VG) = 4 points:

Certainly better than the standard expected of capable experienced and worthy worker. Their representative must have no less than 75%+ of the traits/quality as expressed in phenomenal review clearly completely acceptable execution surpassing desire.

Good (G) = 3 point

A decent all-round worker appropriate to his work and of the standard anticipated. The representative they have must have no less than 65% + of the properties and characteristics as expressed in the Excellent review clearly standard execution meeting desire.

Fair (F) =2 points:

Work isn't completely viewed as tasteful inferable from one or couple of insufficiencies or shortcoming in models of work, however thought to be satisfactory yet Needs Improvement and Development. Their worker must have no less than 55% + of the traits and characteristics as expressed in the excellent review.

Poor (P) = 1point:

Work is Unsatisfactory far underneath standard expected, important to accept a call for substitution after maybe a couple changes or promptly. In this evaluating appraiser must specify by an extraordinary note demonstrating the strategy.

4.5: Performance Rating Factors & Guideline

Performance Rating Factors & Guideline

1. Outline of real execution on the allotted work

(State to sum things up, how was the execution amid this period, what was normal from him, how was the conveyance against work targets, any noteworthy accomplishment and esteem expansion work by occupant. Likewise feature

* any basic weakness(es)

Factors	Description	1	2	3	4	5
2. Employment expertise profile coupled with conduct, attendance and dependability.	A. Required work abilities and knowledge are set up with the individual and able to completely apply in work circumstances. B. Obedient to rules and regulation, attendance and reliability.					
3. Clearness on business	A. Understands the totality of a business circumstances and sees clearly what should be done and how to do it. B. Ability to obviously distinguish goals priorities & ready to make arrangements.					
4. Practical Creativity	a) Demonstrate adaptability of thinking, creates new business experiences which can be transformed into practical plans b) Able to deliver innovative solutions to issues					

5. Customer focus	a) Understands improvements in the external world and anticipates, understands and addresses the changing necessities of buyers & customers. b) Able to center inside and external customers and to determine their issues					
6. Initiative & drive	A) Is vigorous and decided in improving business comes about. Take initiatives regularly including calculated risks. B) One who is constantly determined towards achievements and makes optimum utilization of chance and discover best way of getting things done.					
7. Leading others	Inspire others to elevated requirement execution. Is excited to get the best out of individuals					
8. Developing others	a) Develop aptitudes and abilities of others and aides fitting behaviors. Creates open doors for development & development of others. b) Enhance group execution through useful input.					

	c. Enrich the knowledge for development					
9. Influencing others	a) Builds powerful relationship with colleagues, customers. b) Understands his partners, adopt sight approach and manufactures compatibility to gain support and duty without us in official expert to accomplish objectives					
Overall Rating: #G=65% above,	50= 100%. #VG=75%,	#P=less than 50%,		#F= 50%,	#EX=85%	

4.6: Reward & Punishment

When BRAC Bank Ltd. measured their employee’s performance with the standard they set. Then they evaluated the result of the employee’s performance and give them a feedback. If they think they need to achieve more they need to tell their employees. Or if their employees performed well and achieve the target and goal the BRAC Bank Ltd. give their employees reward. It can both positive and negative. Because the employee of the company can do many unfair doings. That’s why the BRAC Bank Ltd. compensate and give any kind of bonuses to their employees or give any kind of punishment.

4.6.1: Reward

BRAC Bank Ltd. offers its workers both standard and shock rewards. Normal rewards are given in two Eid as celebration reward. Adjacent to this BRAC Bank Ltd. offers rewards for good execution and as objective function compensate.

4.6.1.1: Award

HR of BRAC Bank Ltd. offers endorsements for remarkable execution of their workers. Regularly every year least 6 to 8 workers are granted with endorsement and some other non-budgetary reward like tickets of Dhaka-Bangkok-Dhaka for their remarkable execution.

4.6.1.2: Increment

BRAC Bank Ltd. gives addition to their representative that relies upon their performance and once in a value status. At that point when worker indicates extraordinary execution, he is offered an increment. In some cases BRAC Bank Ltd. can't offer advancement to its workers in time and they offered an augmentation in their compensation.

4.6.1.3: Salary

HR of BRAC BANK LTD. offers diverse pay bundles for its representatives. The measure of compensation relies upon both status and execution. In this manner two representatives similarly situated can get diverse compensations and motivating forces for their distinctive execution. These varieties happen only in the case on senior workers. The section level workers who join BRAC BANK LTD. as management student normally get a similar measure of salary. In BRAC BANK LTD., beginning pay of a worker is tk.20, 000. Pay of a probationary officer is tk. 30,000-35,000. Compensation of mid-level officer is tk.80, 000-1, 20,000 and pay of top-level officer is tk.1, 50,000-3, 00,000.

4.6.1.4: Miscellaneous

In cases, some other vital issue is excluded in this administration code. BRAC Bank Ltd. choice in all issues will be dealt with as last. Time to time option approval and correction will be added to this code.

4.6.2: Punishment

In the supposition of the administration, if any representative is discovered liable on the accompanying:-

- Negligence of obligation.
- Misconduct/Insubordination

- Absence from obligations/flee from obligation put.
- Inefficient/unable to perform obligations.
- Dishonest/degenerate.
- Associates with misappropriation of store/burglary
- Detrimental to organization's issues.
- Engaged in subversive exercises against the state or of teach.

4.6.2.1: Other Punishment

Other assertions as recorded by the Company administration. As and when, allegations of the aforesaid manner are brought against any employee; these will be investigated in a systematic way as described in this code. Based on the investigation report and recommendations of the inquiry committee, the top management may award the following punishment:

4.6.2.1: Minor Punishment

- Deduction of Salary.
- Warning Letter.

4.6.2.2: Major Punishment

- Realizing financial loss from his salary or other source.
- Demotion to lower grade/Post.
- Removal/Dismissal from service.

Procedure of Disciplinary Action

If there should be an occurrence of disciplinary activities, at first branch will lead enquiry and afterward review will direct enquiry lastly administration will take choice about disciplinary activities.

Termination Letter

BRAC Bank gives end letter to those representatives who are included with any sorts of fake, carelessness of duties and infringement of the set of principles.

5. BANK ASIA LIMITED

5.1: Performance Appraisal System of Bank Asia Limited

Execution examination framework or Performance Appraisal System (PAS) is the instrument for Bank Asia Limited estimating the execution of an individual and recognizes the holes and plan future advancement with a specific end goal to empower a superior execution between the occupations and the officeholder. It is a HR procedure for driving business results of Bank Asia Limited. It is characterizing ahead of time what the representatives must do as a person to win in the commercial center and later on evaluating the execution in light of the degree to which the association accomplish result.

Execution evaluation framework is very organized that it can gauge of survey both objective (What) and the administration abilities (How). Objectives Key Result Areas (KRA) is the particular significant goals to be set toward the start of the year through conference with the revealing administrator or manager. These should be adjusted to the targets of the capacity and therefore to general goals of the Bank Asia Limited (2010).

An administration competency is an expertise, capacity or attribute that predicts accomplishment to play out a vocation. The Performance Appraisal should be actualized according to Performance Appraisal System arrange which will be flowed by HR toward the start of the year. The Bank Asia Limited takes after both rating and spellbinding frameworks for the execution evaluation. Despite the fact that, the examination framework is non-participative, the representatives are every year surveyed by a joint interview with their prompt bosses and departmental heads.

5.2: Approaches Used in Bank Asia Ltd.

The Bank Asia Ltd. The Performance Appraisal Approaches. However, they don't have any significant bearing any sort of methodologies particularly. They take after the three methodologies.

Like:

- ✚ Behavioral Approach
- ✚ Result Approach
- ✚ Quality Approach

The Bank Asia Ltd. utilizes a blend of quality, conduct and result approach. While procuring representatives, characteristics and also conduct is considered. While working in the bank, the

outcomes created by the representatives and the procedure through which those outcomes are accomplished are considered for execution evaluation.

5.3: Process of Performance Appraisal

The Bank Asia Ltd. take after this Performance Appraisal Process. Most importantly it begins from the partner then it goes to the administrator. At that point the boss offers it to the commentator to see it appropriately whether their happened any sort issue or this is right. At that point it again send to their partner. At that point he acknowledge it or reject it. It is rejected it goes to the HR Department to see the procedure once more.

5.4: Techniques & Methods Used in Bank Asia Ltd

The Bank Asia Ltd. used the modern method Behavioral Anchored techniques and methods. The meaning of rating in execution evaluation is given underneath for reference used in Bank Asia Ltd.:

Performance Standard;

- Excellent (4.5-5.0)
- Very Good (3.5-4.5)
- Good (2.5-3.5)
- Average (1.5-2.5)
- Below average(1.0-1.5)

Bank Asia consider the following term for Performance Appraisal System

Excellent= 91-100, Very Good= 71-90, Good= 51-70, Average= 31-50 and Below Average= 0-30

Consider at work Performance and the outcomes conveyed by worker (Judge Quantity and Quality) - anybody of the accompanying:

⇒ A Strongest all around entertainer, Exceptionally Exceeded targets/given what get ready for above desire.

⇒ A Stronger all entertainer, reasonably Exceeded or target/given work design above desire.

⇒ A Strong entertainer Met targets/given work design palatably inside desire.

⇒ A Reasonable entertainer, Closely Met target/given work design, yet not completely palatable.
 ⇒ Performance standard is Well Below, targets/given work design, and needs genuine tanning and genuine endeavors to move forward.

The individuals who are evaluated in Excellent, Very Good, Good, Average and Below Average are qualified for impetus reward or advancement.

5.5: Factors & Guidelines Used In Bank Asia Ltd

5.5.1: Factors

Rating is for the most part done on the accompanying components

- Knowledge of work
- Accuracy and Reliability
- Speed
- General Intelligence
- Sense of Responsibility and Duty
- Diligence
- Initiative and Self certainty
- Readiness to work for and with others.
- Indication key occupation duties/Targets/Work design of the worker for the year.
- Performance at work.
- Knowledge level.
- Behavioral capability level.

5.5.2: Grading's

Meaning of various execution grades 5 (Five) Performance Categories	Standard of Performance/Definition	Rating
<ul style="list-style-type: none"> • EXCELLENT (EX) • 100% ++ ACHIEVER 	<p>Uncommonly surpassed execution Standard/Targets/Given Work Plan far above desire</p>	

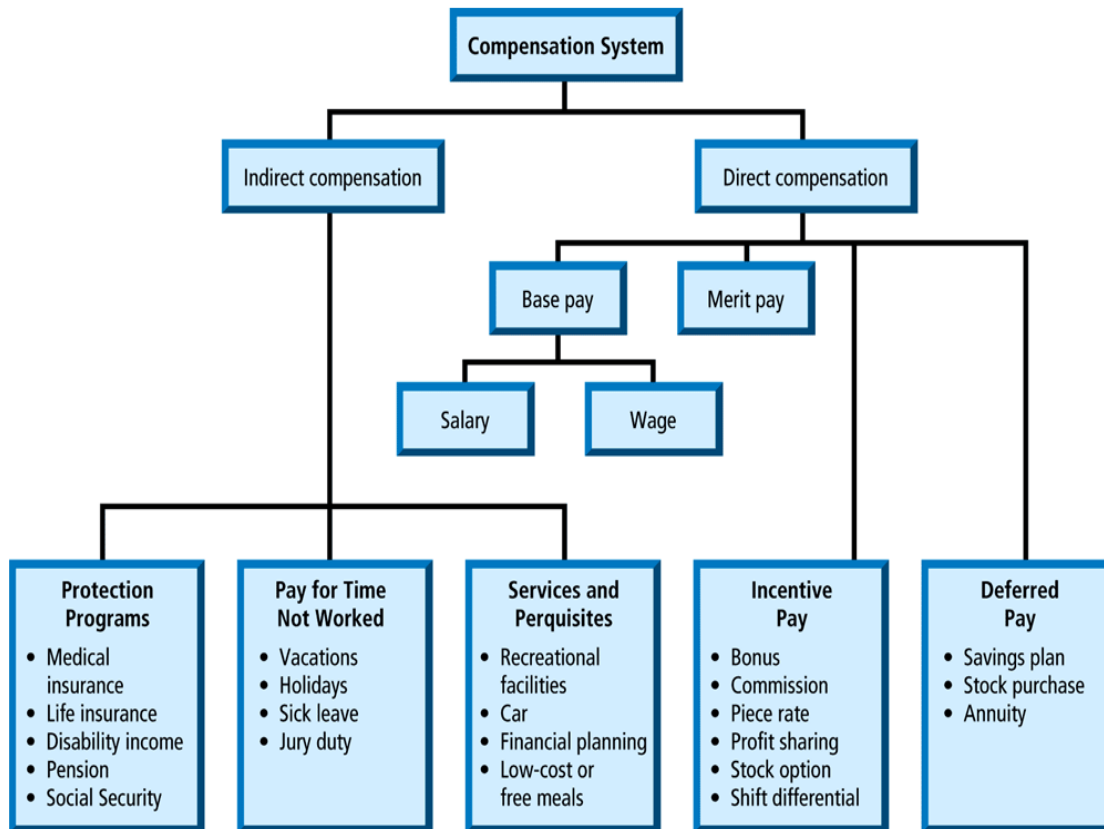
<ul style="list-style-type: none"> • VERY GOOD (VG) • 100% + ACHIEVER 	<p>Sensibly surpassed execution Standard/Targets/Given Work Plan above desire.</p>
<ul style="list-style-type: none"> • GOOD (G) • TARGET ACHIEVER 	<p>Met execution standard/targets/given work design agreeably inside desires.</p>
<ul style="list-style-type: none"> • AVERAGE (AVG) • NEARLY TARGET ACHIEVER 	<p>Nearly Met execution Standard/Targets/Given Work Plan, however not completely tasteful</p>
<ul style="list-style-type: none"> • BELOW AVERAGE (BAVG) • POOR 	<p>Execution far underneath the Standard desire/Targets/Given Work Plan – A poor entertainer.</p>

5.6: Reward and Punishment

At the point when Bank Asia Limited estimated their representative's execution with the benchmarks they set. At that point they assessed the consequence of the representative's execution and give them a criticism. On the off chance that they think they have to accomplish more they have to tell their representatives. Or on the other hand if their representatives performed well and accomplish the objective or objective the Bank Asia Limited give their workers compensate. It can be both positive and negative. Since the worker of the organization can do numerous out of line things. That is the reason the Bank Asia Ltd. remunerate or give any sort of rewards to their representatives or give any sort of discipline.

5.6.1: Reward

To motivate their customers they give the compensation as a reward to Bank Asia Ltd. employees.



5.6.1.1: Appraisal Benefit

The Bank Asia Ltd. benefits to their employees as appraisal reward. Bank Asia Ltd. representative advantages alludes or all types of pay or rewards going to workers and emerging from their business. Advantages are circuitous monetary installments given to workers. They may incorporate well-being and life coverage, excursion, annuity, instruction designs, and rebates on organization items, or case. They provide appraisal benefit. Like:

- House Rent
- Leave with Pay (staff)
- Children’s education facility
- Home furnishing allowances
- Ordinary leave

5.6.1.2. Different Kinds of also provide also as an appraisal reward

- Leave on half pay
- Study leave

- Quarantine leave
- Casual leave.

5.6.1.3. Bank Asia Limited provide extra reward to their employees

- Treatment if any work force endure.
- Scholarship of staff's children.
- Transportation offices.
- Bonus at time of Eid/Puja and so on.
- Insurance offices of Bank Asia work force.

The Bank Asia Limited gives great looking direct pay and also circuitous to its staffs. The bank has a vocation assessed compensation structure, which is most focused than different banks in the nation. It additionally gives justify pay and dormant pays i.e. Celebration Bonus, yearly motivating force Bonus, and so forth. Under backhanded pay strategy the bank additionally encourages health advantages, tip, for example, Casual leave, Earned leaves, Sick leaves, Maternity leave, additional customary leave, Study leave and journey clear out. In spite of the fact that the bank gives diverse sorts of worker benefits, however they don't give bunch life coverage scope which may bring additional activity fulfillment. Bank Asia Limited additionally concedes 42 days maternity leave for its ladies workers. In this way, the able specialist should degree their benevolence up to four months and men are head of single parent families. In this way, if the bank presents parental and Family leave benefits for its representative's it will be extremely extraordinary case for different banks and associations in the nation.

5.6.1.4: The Bank Asia Ltd. provide Promotional Opportunities as a reward

The Bank Asia Ltd. advancement is characterized as a development to a situation in which duties and eminence are expanded. This is essentially done in light of the phenomenal exhibitions of the workers who should advance his/her present rank in a superior position in the association. Advancement fulfills the requirements of people in the association. Since the advancement relies on abilities and great execution, individuals will strive for that if the settings for advancement exit.

We likewise imply that alludes to the filling of an opportunity at an upper level of the association by the inward development of a present representative from a prompt lower level, the new position

having higher pay, status and occupation conditions as contrasted and the old. Simply advancement is a higher position at a more elevated amount from individuals inside the association itself.

The Bank Asia Ltd. give advancement as reward due to:

- Following are the targets of advancement
- Reward of good representative.
- Recognition of remarkable accomplishments.
- Meet the profession target of a representative.
- Attract and hold right gifts in the association.
- Improve confidence, inspiration and, occupation fulfillment of representatives.
- Empowerment of representatives through ability, intrigue and responsibility.

Promotional Policy

There are three promotional lines in Bank Asia Ltd.:

Non Clerical

Extents of these lower review workers are restricted yet they are permitted time scales without changing the assignment. Cases are-Sweepers, Guards and so on.

Clerical

The administrative class incorporates Junior Clerks, Senior Clerks, Sub-Accounts and Junior Officer. A lesser assistants can climb to junior officers, senior officers.

Officers and Managers

For advancement at officer levels, a standard framework works half of the opening for Junior and senior officers are filled through inside advancements and the staying half through crisp enlistment from outside.

Special open doors in Bank Asia Limited are evaluated on a yearly premise through a panel headed by the General Manager (Administration). It considers these elements, for example,

- Normal Retirement
- Dismissal
- Suspension
- Discharge

These all can make opening and give limited time openings.

Promotion Criteria Followed

These criteria are delineated here –

- Minimum benefit in the present post for around three years.
- Passing of Banking Diploma Examination.
- Merit to be estimated through Annual Confidential Report (ACR). Which is at last piece of execution evaluation approach.

Criteria	Points
ACR	40
Academic Qualification	45
Banking Diploma Certificate	05
Training Received	05
Length Of Service	05

5.6.2: Punishment

When the employee of the Bank Asia Ltd. get the reward as well as the get the punishments also.

They get several punishments. Like:

- Organization can cut their salaries
- They can stop the bonus and increment of employees also
- They can terminate their employees
- They can demote their employees
- The employee can get warning letter also

6. Comparative Analysis of BRAC Bank Ltd. & Bank Asia Ltd.

6.1 Findings

6.1.1 Similarities of BRAC Bank Ltd. & Bank Asia Ltd.

There are several kinds of similarities of this two banks (BRAC Bank Ltd. & Bank Asia Ltd.).

Like:

- ✚ **Both the BRAC Bank Ltd. & Bank Asia Ltd. use the Behavioral Anchored technique & methods.** By using the method they can evaluate the excellent performer, good performer, average and the poor performer. It is the best way to give appraisal benefit to evaluate their exact position in which they are now. Their employee can provide their best work because in this method they are ranked and based on the rank they are getting their appraisal benefit. Both of the bank can evaluate each of the employee's basic behavior, skills and abilities. And this method is the easiest way to evaluate the employees. And it is less costly. Both the BRAC Bank Ltd & Bank Asia Ltd. use this method and this similarities is found when this project are prepared.
- ✚ **Employee's recognition about Performance Appraisal System is extremely positive in both Bank Asia Ltd. & BRAC Bank Ltd.** In the both bank they are very positive about their employee. They give the proper recognition to their employees. They give priorities to the employees. That's why their employees are getting motivated and do their best job. Employee recognition is very important to the employees because they see their bank are giving priorities to them they feel they already reach their achievement. So both banks positive recognition are very fruitful and this similarities also works very positively.
- ✚ **The examination framework encourages development and learning of representatives and it reasonably recognizes entertainers and non-entertainers in the association.** In both banks the framework that they use is very effective. Because an employee's development is very important for his job. Otherwise he cannot adapt any kind of changes or issues arise in the organization. That's why the employees learning is also important. Their employees learns the frame work to apply it on their work. The representatives can also encourage by it. And the entertainers and non-entertainers can also be recognized by the framework of examination. Both the BRAC Bank Ltd. & Bank Asia Ltd. both use the examination framework to encourages the developments and learning of the banks representatives. And also recognize the entertainers or non-entertainers.

- ✚ **Existing Performance Appraisal System causes the administration to distinguish probability of the workers.** Both the banks has this similarities. They have their own performance appraisal system. By using it they can measure the employee's performance, skills and abilities. An employee can do different kinds of work. Though they cannot show it all the time. They have different kinds of probability. And this probability of the employees can be distinguished. Because if it is not done their probability of work can be mixed up. So this banks performance appraisal system causes the same administration to distinguish probability of the workers.
- ✚ **The Performance Appraisal System criteria are all around spoke with all partners related with Performance Appraisal System.** The existing performance appraisal system helped the partner's related issue also. The banks partners is also measured by the performance appraisal system. So this is very important for the both banks to evaluate the employee's performance criteria also for the betterment of their banks. That's why the performance appraisal system are used in it. Because the performance appraisal system criteria are all around spoke with all partners related with performance appraisal system.
- ✚ **Lack of information about Performance Appraisal System for bring down level workers.** The performance appraisal system is not known to the down level workers of the banks. They also do not know how they are measured by using the performance appraisal system. That's why they cannot be serious about their performance. There is also the lacking's in the information. For that sometimes their employees can not imply the exact information in their work. And the lack of information in performance appraisal system causes various kinds of problems. Because employee does not understand the actual meaning of it. And they cannot be measured successfully. The both banks has this similarities which is not good at all for them.
- ✚ **No preparing offices for ground level workers.** The both banks has the same problem that they has not made any kind of offices for the ground level workers. For that their ground level workers cannot go with their problems in that office. They cannot share their problems with the banks. For that they are not satisfied with the banks which is not good for them. Because of that they will get motivated and do not do their best production in their work. And the ground level workers are also cannot feel that they are the part of the banks. That's why the ground level workers also do not feel safe. This similarities is exist

in the both banks. They must work on it. Otherwise in future they have to face different kinds of problems.

✚ **It's hard to comprehend Performance Appraisal for a portion of the workers.** In both of the banks the performance appraisal system is not for all. They use the performance appraisal system on each of the employees. Because everyone has to include in this system. But in the banks every employees cannot be included in the performance appraisal system. Because everyone is capable to do all kind of work or do not give their best production in work. And some of the employees are also do not deserve this opportunities. Their department also cannot evolved with it. Because performance appraisal system is not for all. But it is difficult to take small portion of the employee for the performance appraisal system. Because if this portion of workers do not included in the performance appraisal system they do not get motivated and do not work hard. This similarities has exist both banks Bank Asia Ltd. & BRAC Bank Ltd.

✚ **Current Performance Appraisal System honing in the Bank Asia Ltd. & the BRAC Bank Ltd. is unpredictable and confused towards numerous representatives.** Performance Appraisal system which is used in evaluating employees. But in the both banks for some the employees it is very confusing because it is not clear to all. And their performance appraisal is unpredictable because they always do not consider the same criteria for evaluating their employees. And they has the lack of information of performance appraisal system. For that every employees cannot understand how they can evaluated and how much they get the benefit. Both of the banks employees has this same problems and similarities that should be seen by the banks.

✚ **Modification and illumination of various territories like fiscal motivations, standard of assessment and an unmistakable evaluating strategy is required.** In both of the BRAC Bank Ltd. & Bank Asia Ltd. has their own strategy to evaluate their employees. They have various territories to measure their employees. They have their own standard they has to follow for their goal. They do the measurement of their employee very carefully. Because their employee has to get the proper appraisal benefit. And they always modify their strategy because for evaluating their employees more accurately. Both banks has this similarities.

- ✚ **Miss coordinate between worker's desire and current Performance Appraisal System honing in BRAC Bank Ltd. & Bank Asia Ltd.** Both the banks has this same similarities. There can be misunderstanding because sometimes workers has more expectation from their supervisor. But every time it is not similar, because the performance appraisal system always not evaluated in the same criteria. And employee also do not give the same contribution in the work. That's why the workers desire and current performance appraisal system sometimes do not match. And the employees of the bank get demotivated.
- ✚ **Confusing and clashing part of Performance Appraisal System making miscommunication among administration level to different levels of workers.** In both of the banks they has the performance appraisal system. But there can be miscommunication and confusing part. Because every employees are different. And their levels are also different. They all cannot be measured in the same criteria. And sometimes in the performance appraisal system there can be also some confusing and clashing which is not understand by all the employees. This can be create mismatch or miscommunication. In both banks they have this same similarities.
- ✚ **Majority of the workers are not altogether fulfilling about the present Performance Appraisal System. In the both banks they has the majority of the workers.** All the employee are working together and they have sometimes same opinion about their job. They are working in the same criteria like other employees. That's why sometimes they only think about themselves not about their organization. They only do the job for their own. But in the banks the performance appraisal system are not maintaining in the employees opinion and their own choice. That's why the majority of the workers are not working to fulfill the present performance appraisal system. In both BRAC Bank Ltd. & Bank Asia Ltd. has this similarities.
- ✚ **The BRAC Bank Ltd. & The Bank Asia Ltd. both organization has the reward and punishment system.** The performance appraisal system is not only for the reward. It can be the punishments also. Both the banks give the reward and punishment to their employees as the appraisal benefit. They do this because rewards are for the good work and achievement. On the other hand punishments for the misconduct or any unethical work they do in doing the job they assigned. That's why both of the banks has this similarities for their employees.

- ✚ **CBA Elections:** Not applicable in both BRAC Bank Limited & Bank Asia Limited since it is a private bank. CBA elections is only for the public bank. That's why both the does not follow or imply it in their banks.
- ✚ **CBA Agreement:** Not applicable in both Bank Asia Ltd & BRAC Bank Ltd. since it is a private bank. CBA agreement is also for the public bank. That's why both of the banks does not follow or imply it in their banks.

6.1.2 Dissimilarities of BRAC Bank Ltd. & Bank Asia Ltd.

As I saw in both banks (BRAC Bank Ltd. & Bank Asia Ltd.) there are some dissimilarities also. They are given below:

- ✚ **In Bank Asia Ltd. they give different kinds benefits but in BRAC Bank Ltd. they do not provide all the benefits to their employees like Bank Asia Ltd.** Though both of the banks are private ltd. organization but both of the banks are different from each other. That's why their appraisal benefit will also not be same. Because they do not follow each other strategy. They made their own appraisal benefit for their employees. So that they differentiate them the other organizations. Like the BRAC Bank Ltd. do not give promotional opportunity as a reward system. So this is the dissimilarity between both of the companies.
- ✚ **In BRAC Bank Ltd. there Human Resource Development are more modernized than the Bank Asia Ltd.** Every organization human resource management can be modified as per the organization pattern or their pattern of work. No organization can similar to each other. One is good in one department and other organization is good at another department. Here the BRAC Bank Ltd.'s HR department is better defined or more modernized. Here they are much active from the Bank Asia Ltd. for this reason The BRAC Bank Ltd.'s employees feel much advanced from the Bank Asia Ltd.'s employees.
- ✚ **The employee Performance Appraisal system is more accurate in BRAC bank Ltd. than the Bank Asia Ltd.** Performance Appraisal System should be very much specific and it should accurate. Because based on that organization give the appraisal benefit to their employees. In both Banks the performance appraisal system are good but The BRAC Bank Ltd.'s performance appraisal system are more specific and more accurate than the

Bank Asia Ltd. The Bank Asia Ltd. lag behind from the BRAC Bank Ltd. And this dissimilarities is not good at all for the BRAC Bank Ltd.

✚ **Employees of the BRAC Bank Ltd. is less happy than the Bank Asia Ltd. employees.**

Because the BRAC Bank provides less appraisal benefits to their employees. An employee works hard so that he can get more appraisal benefit. And if he gets more he will be more motivated to do the work. But in the BRAC Bank Ltd. they provide less appraisal benefit to their employees than the Bank Asia Ltd. The Bank Asia Ltd. proves extra reward or opportunity to their employees, so that their employees can be more motivated and can do the best production. This dissimilarities exist in the both banks.

✚ **In Bank Asia Ltd. there appraisal system is less critical than the BRAC Bank Ltd.**

That's whys their employees can enjoyed their reward easily than the BRAC Bank Ltd. Though they both follow and give the performance appraisal system and benefit. Their strategies are different. They do not follow the same criteria or same issue to evaluate their employees. The BRAC Bank Ltd. follow or made more critical strategy. But The Bank Asia Ltd. follow simple criteria to evaluate their employees. And they also want that their employees can easily understand their performance appraisal system.

✚ **In BRAC Bank Ltd. their Behavioral Anchored Method is very specific than the Bank**

Asia Ltd. Behavioral Anchored Method is the modern technique or method of performance appraisal system. Both of the organization follow the same method. But their criteria and issue are not same. They follow different kinds of issues for their organizations employee. The BRAC Bank Ltd. they are more specific about their performance appraisal system. They see every criteria or issue of their employees. They want to know the specific position of their employees. And on that basis they want to give the actual appraisal benefit to their employees. This dissimilarity exist in both of the organization.

✚ **The Bank Asia Ltd.'s punishment system is less than the BRAC Bank Ltd.**

The BRAC Bank Ltd. give punishment to their employees for each and every misconduct. They are very strict about their policy and strategy. Their performance appraisal system is more specific. That's why if their employees do any kind of misconduct or do unethical things. They can be aware about it. And also give the strict punishment. But in the Bank Asia Ltd. they also do the performance appraisal system. But they are not more accurate like the

BRAC Bank Ltd. That's why they cannot give the actual punishment for the employee's misconduct, because of that their employee are not serious about work.

6.1.3 Recommendation

As I have experienced the both banks (Bank Asia Ltd. & BRAC Bank Ltd.) under Human Resources Management. I have thought of a few focuses, which can enhance the productivity and additionally nature of the work. In spite of the fact that the Bank Asia Ltd. & BRAC Bank Ltd. was found as a gainful concern, the examination uncovers that both of the bank could do substantially more on the off chance that it was dealt with all the more proficiently. Additionally sonic issues of both of the Bank Asia Ltd. & BRAC Bank Ltd. were given above. Be that as it may, a few stages might be taken to enhance the effectiveness and to build the execution of both of the Bank in future which are given beneath

- ✚ **Appraising technique ought to be fair-minded and genuine entertainer to be acknowledged in light of the Bank Asia Ltd. execution assessment.** I have some recommendation for the Bank Asia Ltd. They should be fair minded to all of their employees. Because all employees are equal. So their appraisal technique will be equal. They don't treat equally to their employees. That's why their appraisal technique is also have some problem. They can be biased with their employee and because of that the desired employee will get the appraisal benefit and do not do his job properly. And who is done their work very actively and achieve their target. They should be recognized. The actual entertainer should be acknowledged by the execution assessment. By doing this their employees will be more motivated and will do their work with more entertained way.
- ✚ **New execution evaluation, for example, 360 degree ought to be presented in both organization.** Both banks The BRAC Bank Ltd. & Bank Asia Ltd. should go for the new execution like- 360 degree method. It is modern method and it is very specific. By using it both of the banks can find their performance appraisal outcome more accurately and specifically. And employer can also understand all the criteria or dimension of an employee. And also by using it employee can feel safe that their supervisor are not biased with some of the employee of their organization. And by seeing the accurate result supervisor can give the actual performance appraisal benefit to their employees. And I would recommend it to both of the banks.

- ✚ **In both of the banks BRAC Bank Ltd. & Bank Asia Ltd. training offices ought to be given to all level of representatives.** Their employees can do all of their responsibilities that has no doubt. But in our modern world everything is changing day by day. And that has to be adapted by the organizations. So the new technology will not be known to all of the employees. For this they need training and training offices. In which their employees can go and learn the new things from the training offices. And it should be for all. Because training is must for all the employees. If they don't have sufficient training office they cannot get proper training. That's why I would recommend that both of the organization should have the training office for all representatives.
- ✚ **Evaluation result ought to be uncovered in both Bank Ltd. to every one of the representatives.** I would recommend both of the organization to uncover the outcome to each and every employees of them. The performance appraisal result should be known to the employees. By knowing the employees can understand their flaws and where they were right. In which work they are skilled and in which they need to work more hard. Sometimes some employees can think their supervisor are biased to them. If the result come out, the employee can see and feel they are evaluated in a proper way. And this result should be uncovered to all of the employees. So that they can see and also they can measure themselves and can correct them future.
- ✚ **In both organizations promotion ought to be founded on execution as opposed to rank or other.** An employee is skilled it can be founded by evaluating their performance. It cannot be known by the rank or position or any other criteria exist in an employee. So I would recommend both of the organization to see the employees and abilities not rank and position. And for the promotion of an employee it should be based on employee's works, performance and execution. If the organization focus on it their employees will be more motivated to their work for getting the promotion or position which he deserves.
- ✚ **The points and Objectives of execution evaluation should be all around imparted from top level to base level administration in both Banks.** The performance appraisal system is for all employees who works in the organization. From top level to bottom level employees are included in it. So the organization cannot be biased with the top level employees. Each and every point and issues or objectives of the performance appraisal system and its evaluation system should be all around imparted from the top level to bottom

level workers. And their administration of work will also be imparted for all of the employee's works in the organization.

- ✚ **In Bank Asia Ltd. & BRAC Bank Ltd. a fair and clear evaluating technique should hone with the goal that lone genuine entertainer could be compensated.** As I have already recommend before both of the organization should go for new execution like 360 degree method. It should be fair to all the employees. And this technique will be clear so that their employees can understand it very smoothly and if they can find any problems they can immediately solve it. If the technique will be fair the actual employee or the individual can get his true compensation and get motivated for hid future target or goal.
- ✚ **Monetary motivator ought to be make strides in both organizations.** Each and every employee works in the organization for their better standard of living and for this monetary benefit are works. That's why I would recommend both of the employees that they should provide the monetary benefit as much as possible. And this monetary benefit will stride so that their employee can enjoy it much and can satisfied with their organization.
- ✚ **Human Resource Development should be more modernized and ingenious in Bank Asia Ltd. for directing execution examination.** As I have already discussed earlier the BRAC Bank Ltd. are more modernized than the Bank Asia Ltd. So I would recommend to the Bank Asia Ltd. they should focus or their Human Resource Development and make it more modern. Because now a days Human Resource Management are the most concern. Organization are very much conscious about selecting and recruiting their employees. And to go in the long run and stay with other organization in today's competitive world the Bank Asia Ltd. should work more on their Human Resource Development.
- ✚ **In BRAC Bank Ltd. & Bank Asia Ltd. a well and agreeable corporate environment ought to make among Human Resource Development and different bureau of the association with the goal that confliction and many-sided quality about evaluating system could be diminished and limited.**

CONCLUSION

7. Conclusion

A Bank performing in the business exercises are profoundly reliant on human asset, so are The BRAC Bank Ltd. and The Bank Asia Ltd. The higher the productivity of the asset the more noteworthy are the Banks development. Despite the fact that most Banks in our nation disregard the reality and spotlight on benefit age exercises The Bank Asia Ltd. and The BRAC Bank Ltd. try not to overlook the way that the advancement of human asset quickens association development and benefit age, consequently every individual execution must be inspected all the time and opportune individual on the correct activity must be set. The BRAC Bank Ltd. furthermore, The Bank Asia Ltd. keep up a standard of worker treatment, both in administration and non-administration areas and has an all-around resourced HR division. The diverse units perform separately and incorporates their as each unit in HR workers led by the Talent Manager. The HR units administrator work amicably under the lead of a HR head, who specifically answer to the head working officer and are effectively running for a considerable length of time, it has been fruitful to keep up a nonstop development of associations and representatives. In spite of the fact that they have various insufficiency. They rehearse a standout amongst the best execution examination framework in the business of bank which made a worker agreeable working environment as well as a standard to work.

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9: Appendix

9.1: Sample of performance appraisal form of BRAC Bank Ltd.:

Appraisal Year 2016-2017

Name:	
Department:	Jobs:
Date Joining:	Job Grade:(Assess by Responsibilities)
Service Y M Age: Y M	Professional Training:
Academic (Last Degree):	

Rating	Poor-1	Fair-2	Good-3	Very Good-4	And
Excellent-5					

9.2: Sample of performance appraisal form of Bank Asia Ltd:

Appraisal Year 2016-2017

Name:					
Academic Degree:	Service Time:				
Department:	Age:				
Jobs:	Training:				
Jobs Position:					
Professional Works:					
Rating	Excellent	Good	Average	Below average	Poor