INTERNSHIP REPORT

ON

"Performance Appraisal of Bashundhara Group IT Sector".

United International University

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Submitted To:

Dr. Gouranga Chandra Debnath
Associate Professor
School of Business & Economics
United International University

Submitted By:

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Letter of Transmittal

Date: 01/10/2023

To,

Dr. Gouranga Chandra Debnath
Associate Professor
School of Business and Economics
United International University
 Dhaka 1212.

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

Dear Sir,

Through my internship report, I would want to share with you the "Performance Appraisal of Bashundhara Group IT Sector" along with the details that enabled me to make my report as illustrative as possible. This internship report is a detailed framework of my attempts that describes my observations, learning & experience during the study of this course based on practical field. I have tried my best to make this internship report as comprehensive and informative as possible.

In addition, despite all of my efforts and the lack of any corrections, there may be some errors in the report. So, if there were any unintentional errors, please accept my apologies. I sincerely value your understanding, tolerance, and help.

Sincerely yours,

Akil Al Mahmood Bhuiyan
ID-111 181 126
Program: BBA
Major: Human Resource Management

Acknowledgment

To begin with, I'd want to express my sincere gratitude to everyone who helped me with organizing my internship report and made it possible for me to finish it.

I would like to extend my sincerest appreciation to the Chief of Operations, Mohammad Uzzal Mullah, the Manager SCM, Human Resources and Admin, Mr. Neshar Uddin Ahmed, and the Assistant Manager, Mr. Abhijit Chowdhury, for their warm greetings, their assistance in the compilation of this report, and their invaluable expertise and collaboration. I would also like to express my appreciation to the IT and Human Resources department of the Bashundhara Group, at their corporate headquarters, for granting me access to certain essential data for the preparation of my internship report.

Most importantly, I want to express my sincere gratitude to Dr. Gouranga Chandra Debnath Sir, my internship supervisor, for his persuading inspiration, gentle guidance, encouraging spirit, and supporting personality throughout my internship, all of which helped me to complete my report.

The report may include flaws even though I worked extremely hard to prepare it. I hope you will take this report and those mistakes into consideration.

Executive Summary

The topic of this study, which incorporates data gathered from a variety of sources, is the "Performance Appraisal of Bashundhara Group IT Sector". The approach in which this study's findings and analysis procedure were conducted involved both secondary information and primary information. I learned a lot about the human resources of a large organization during my internship at the Bashundhara Group's IT sector. Almost all managers and supervisors participate in a planning session for their performance reviews every year, and they are given the necessary assistance to emphasize their suggestions for the development of the training program for their employees. Bashundhara has a dedicated human resources team which provides training for all IT sector employees of the company, including the employees in the operating divisions of the company. They have dedicated human resources employees who provide training for all the IT employees of the company. Bashundhara understands that to have a better future it is essential to provide more benefits to the employees. Therefore, the managers provide training sessions to the employees to help them improve their performance. I have included in this report an organizational overview of the people working in the company. I have included information about the assessment system of the company, the current assessment method, the time frame and how it affects the performance of the people working within the company. I have found that the company uses a 'Employee score Sheet' to evaluate the employees. The total amount of points awarded to the employee is 50. Every time the performance appraisal takes place, the employees try to improve their score in order to get promotion, increment or any other special allowance. Everyone works hard to keep good scores and keep track of the KPIs. Employees have to fulfill their daily targets and objectives in order to achieve exam sales target or project completion. In addition to this, they have to get high scores on. The KPIs are the indicators to measure the performance of individuals in the Bashundhara Group's IT business.

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CHAPTER – 1
(Introduction)

1.1 Introduction

Performance appraisal, also known as performance review or evaluation, is a crucial process in organizations that assesses an employee's job performance and contribution to the organization's goals and objectives. It is a systematic and structured method used by employers to evaluate individual employees' achievements, strengths, areas for improvement, and overall effectiveness in their roles.

Productivity in HR can be increased by ensuring that the firm attracts the best employees at the lowest feasible cost. This is accomplished through the use of the best recruitment and selection methods, as well as efforts to retain and develop personnel. Furthermore, a quantitative measurement of recruitment and selection effectiveness is required to demonstrate one's argument with regard to qualitative measures to improve HR effectiveness.

This study aims to assess the Performance and Evaluation processes and tactics in Bashundhara group.

1.2 Origin of the Report:

BBA students are required to serve as interns for a minimum of three months in any firm in order to acquire practical experience. Upon completion of the three-month internship, the intern is required to submit a report to the institute. This report was created after the supervisory faculty approved the internship. The organization was located in the Bashundhara Residential Area, which is one of the most well-known organizations in Bangladesh. The internship report was titled "Performance Appraisal of Bashundhara Group IT Sector". During this study, the focus of the study was on the IT sector methods for evaluating, satisfying, and motivating employees in achieving their objectives.

1.3 Scope of the report

I had the opportunity to observe and assist in the daily operations of the Bashundhara group IT-Toggi services Ltd during my internship. At the conclusion of the internship, they assisted me in obtaining all pertinent and essential data from the Bashundhara group IT sector to compile a comprehensive report on their organization.

1.4 Objectives of the study:

➢ Broad objective:

This report has been created with a number of objectives in mind to determine the tasks that need to be accomplished. The primary objectives of this report are to gain a thorough comprehension of the Bashundhara Group IT sector.

It is significant to note that these objectives were chosen after discussing with corporate staff and looking over the corporation's prospectus to make sure they correspond with the objectives and values of the Bashundhara Group.

➢ Specific objectives:

i.   To know the performance appraisal process of Bashundhara Group IT sector.
ii. To identify the different methods of performance appraisal of Bashundhara Group IT Sector
iii. To analyze different methods of Performance Appraisal of Bashundhara Group IT Sector
iv. To evaluate different methods of Performance Appraisal of the Bashundhara Group IT sector
v.   To find out some problems related to the above objectives of Performance Appraisal of Bashundhara Group IT sector
vi. To make some recommendation to solve the problems of Performance Appraisal of Bashundhara Group IT sector

1.5 Methodology:

To create a well-structured report, I followed a certain approach in this report. From the initial topic selection to the final report preparation stage, the study requires a methodical approach. To conduct the research, the data sources need to be identified and collected. Then, the data needs to be processed, analyzed, and interpreted in a logical manner, with key points selected. The entire methodology process is shown in the flowchart on the next page, which was used in the study.

A. **Selection of the topic:** The report topic was approved by my supervisor. The topic was discussed with me before being assigned to me to ensure a well-structured internship report.

B. **Identifying data sources**: Primary and secondary data sources are identified which are necessary for the completion and analysis of the study. Primary data are used to meet the requirements of the study. The study also includes interviews with the official and staff.

Primary Source	Secondary Source
1. Face to face conversation with the employees 2. Practical Table work 3. Through Phone data collection	Internal Sources 1. Company's Performance Appraisal Sheet. 2. Different circulars, manuals and files of the company. External Sources 1. Various books and magazines. 2. Online resources

1.6 Limitations of the study:

I ran into a few challenges during the creation of this study. However, I did run into a few challenges in the current contemplation. What's interesting is that in the space of 3 months, I've had the amazing opportunity to gain an in-depth understanding of the process of Bashundhara. It's been a very valuable experience. I had a general idea of the structure but it wasn't specific. Here are my limitations:

- I was unable to provide comprehensive information regarding a company's training program due to the lack of time available to acquire all the necessary information in three months.

- Because the Bashundhara group's IT industry is extremely busy. They were all focused with connecting with their peers, superiors, and clients, as well as carrying out official obligations. As a result, I didn't have the opportunity to regularly challenge them about my report.
- The authorities were reluctant to provide a more detailed version of their assessment methodology due to the fact that the IT department of the Bashundhara group is highly confidential regarding its source, as this would be a breach of their regulations.

CHAPTER – 2
(Literature Review)

2.1 Performance Appraisal

The history of performance isn't long. Taylor's era began in the 21st century and it's going to end in the 21st. It was all about existing human resource management, which wasn't very effective. It all started 65 years ago when the formal evaluation was used to measure how well a company was doing during the war in the US. In other countries, the system is already up and running.

The Appraisal Method may raise questions regarding the motivations, ethical considerations, and legal considerations of individuals. However, it will not be effective, equitable, or legitimate unless it is conducted with caution. Furthermore, the Appraisal Method obscures the underlying income structure that is present in the market. It helps to determine a person's compensation. As a result of this assessment technique, the following results were obtained: If an employee fails to meet expectations, his or her salary will be cut. The process of measuring and enhancing an employee's work performance is known as employee performance evaluation. It is beneficial to learn about each individual's accomplishments. An evaluation system can be beneficial to both individuals and businesses because it is a way to organize and train employees.

Because the management provides performance feedback, the employee's fear turns into a friendly relationship, and the work gets done correctly. Employees may not like it if they think the manager's appraisal is not reported to train them. Performance appraisals take a lot of time. Employees view it as a liability rather than a benefit, not the opposite. Employee performance assessment is used to evaluate employee performance, motivate employees, and enhance the firm's overall performance.

The quality of an organization's performance evaluation process determines the success of its objectives. Performance evaluations may reveal previously undisclosed abilities and training requirements. Identifying training gaps through performance evaluation allows businesses to educate their employees and boost productivity, resulting in increased customer satisfaction. Employee productivity rises as a result of performance evaluation, and they acquire a competitive edge. As a result, they are aware of their shortcomings and can work to address them in order to get the desired wage.

2.2 Importance of Performance appraisal

A performance review is essential because it assists the company in recognizing an employee's strengths and competencies, as well as determining how those qualities can be explored and expanded for future growth and development.

The most major benefit of a performance evaluation system, from the point of view of a manager or department head, is that It makes it easy to keep track of how an employee is doing during their time with the company, and even after they leave.

Performance appraisal also help to highlight different types of training that employees need to improve.

Employees can express themselves freely during performance review sessions, while management can communicate with them.

This process assists in recognizing an employee's capabilities and other areas of expertise that may be beneficial to the organization if given the chance to expand upon them.

❖ **The Performance Appraisal process of Bashundhara Group IT Sector:**

- Establishing Performance Standards- The initial stage of the performance evaluation process is to determine the criteria that will be applied to evaluate an employee's actual performance. This stage includes the development of criteria for assessing an employee's performance and the extent to which an employee has contributed to the firm's objectives and goals. The criteria must be evident, clear, and measurable.

- Communicating the standards- Once it has been established, it is the responsibility of management to communicate the standards to all the employees within the organization. It is essential that employees are informed of the standards and that the standards are communicated to them in an accessible and succinct way. This will allow them to feel they have a part to play and to comprehend what is required of them. Furthermore, it is essential that the personnel or assessor is informed of the standards. The

standards may be revised at this stage based on appropriate feedback from personnel or assessors as appropriate.

- Measuring The Actual Performance- The most challenging part of the performance appraisal process is determining the actual performance of the employees, or the performance of the job over a specified period of time. This is an ongoing process that involves monitoring performance over the course of the year.

- Comparing actual Performance with desired Performance- Measurement of employee performance involves the recollection, review, and analysis of data about an employee's performance. The difference between actual performance and expected performance is the outcome of the comparison. Actual performance may be higher than expected performance, indicating that organizational performance has improved, while expected performance may be lower than actual performance, suggesting that organizational performance has decreased.

- Discussing or giving Feedback- On a one-to-one basis, the appraisal method should be a both-way communication process. The employee has the opportunity to express their opinions, provide self-assessment, and discuss any challenges or concerns they might have faced during the performance period. Managers' performance appraisal feedback should be useful in correcting mistakes made by employees and motivating them to improve their performance rather than demotivating them.

2.3 Forecasting.

Performance forecasting is the process of predicting future outcomes or results based on historical data, trends, and relevant factors. It is a critical aspect of decision-making and planning for businesses, organizations, and individuals. Performance forecasting can be applied to various domains, including finance, economics, sales, marketing, operations, and more.

2.4 Contribution of Performance Appraisal in Employee Development.

Performance assessment is essential in today's hectic work environment, as it allows employees and supervisors to engage in a one-on-one discussion in order to address a problem and reach a desired outcome. Additionally, it contributes to the improvement of the organization's overall performance.

1. **Identification of Strengths and Areas for Improvement:**
   Performance appraisals help identify employees' strengths and areas where they need improvement. Knowing their strengths allows employees to leverage them better, while identifying weaknesses helps create targeted development plans.

2. **Setting Clear Expectations:**
   During performance appraisals, employees receive feedback on their performance against predefined goals and objectives. This process ensures that employees have a clear understanding of what is expected from them, fostering a sense of direction and purpose in their work.

3. **Managers develop knowledge about subordinates:**
   This allows the direct supervisor and the manager in charge to record more information about the person who is being evaluated. When employees receive positive or effective feedback, they will be motivated to work harder. This leads to an increase in employee engagement. Continuous feedback gives employees a sense of belonging to the management team.

4. **The job descriptions and requirements are clarified:**
   Employees may gain insight into their own behavior and the outcomes that are required to accomplish a particular task. Additionally, they may gain an understanding of how to effectively perform at their highest level. This could be the only opportunity for an employee to interact with their supervisor in a meaningful manner and foster a positive working relationship.

5. **5. Improving self-awareness and growth:**
   The participants in the development activities gain a better understanding of themselves through performance review. Performance review reveals the strengths and weaknesses of employees and determines whether or not any employees require training.

6. **Administrative measures are more appropriate:**

   The purpose of performance assessment is to gather reliable information and use it as a basis for administrative decisions such as promotions, merit increases, transfers, and terminations. This ensures that incentives are distributed fairly and consistently. This type of effective management method helps build trust between employees and supervisors.

7. **Employees become more expert:**

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

8. **Employee misconduct is minimized:**

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

Chapter 3
(Organizational Overview)

3.1 Background of the company:

Under the direction of the group's founding company, East-West Property Development (Pvt.) Ltd, Bashundhara Group began operating as a real estate venture known as "Bashundhara" in 1987. This endeavor ended up being quite effective, which aided in the urban population's ability to develop their confidence in "Bashundhara" more quickly. The historic success of Bashundhara can be attributed to Dhaka's expanding population and the housing market's glaringly slow rate of expansion.

As a result of its success, Bashundhara geared up to invest in additional industries, such as manufacturing and trading. More businesses emerged in the early 90s, covering a broad range of industries, including cement, paper & pulp, tissue papers, LPG Bottling & Distribution, and a trading company, among others. In less than a decade, the Group has undergone tremendous growth. During this time, additional projects on land development & real estate were initiated and these projects focused more on responding to client requirements. The Group's first listed company, Meghna cement mills Limited, is now listed on both Bangladesh Stock Exchanges. Today, the Group has over 20 core concerns spread all over the country. The addition of the BCDL, a multi-functional shopping mall / recreation complex, to Bashundhara group has further contributed to its growth. BCDL marks a significant step forward in the long-standing effort to build relationships with the public by offering a unique blend of commercial and recreation activities under one roof. The group's most recent addition is its media house, "East West Media Group Ltd," which was founded in 2009. It presently owns the Bangla daily newspapers "Kaler Kantho," "Bangladesh Pratidin," "English Daily," "Daily Sun," and "Banglanews24.com," as well as the internet portal "Banglanews24.com."

Bashundhara group has achieved its objectives by adhering to client requirements, gaining up-to-date knowledge from past projects, innovating, and refining its project execution process. It has contributed significantly to the economic stability of the country through large-scale investment projects in various critical areas, contributing to the financial and capital market stability of the country. The Group's activities are characterized by continual change, flexibility, and the development of stronger relationships with the Government and its clients. The fact that the majority of its projects have been successes is reason enough to have faith in the Group's future.

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

3.2 Company Overview:

Bashundhara Group has established itself as one of Bangladesh's most prominent and influential industrial enterprises. Established in 1987, the group embarked on a journey of growth and development, and has since achieved international recognition. The founding business of the group, East West Property Development, Ltd., has been the operational subsidiary of the group since its inception as a real estate business.

History:

Bashundhara Group is a real estate enterprise started in 1987 by its current Chairman Ahmed Akbar Sobhan. The Vice Chairman of the Bashundhara group is Shafiat Sobhan Sanvir. After successfully completing its first project, the group started investing in new sectors such as manufacturing, industry and trading. In the early 1990s, several businesses were established, including those producing cement, paper and pulp, tissue paper and steel, LP Gas, and bottled gas. On 19 December 2011, the chairman of the Bashundhara group Ahmed Akbar Sobhan was sued for 'fraud' by Mohammad Shah Jahan over price of land in Bashundhara. On the same day, the caretaker administration filed a case against Bashundhara in a tax evasion case. On February 4, 2014, the Supreme Court of Bangladesh ordered the officials of the Bashundhara group to appear before it. In 2020, the company was granted permission by Bangladesh Economic Zone Authority to set up two special economic zones in keraniganj, Dhaka, Bangladesh. In 2021, the company invested USD 143.7 million to construct the biggest bitumen plant in Bashundhara.

Overview of Bashundhara Group IT sector:

Toggi Services is a top-notch Technology organization of Bashundara group in Bangladesh that specializes in a variety of products and services, from end user computing and printing solutions to business applications and emerging technology. They offer modern workplace, security and infrastructure solutions, cloud services, ISP & IT academies, and enterprise system & solutions. they're taking on all the challenges to create new kinds of tech solutions that can't be found anywhere else. Digital transformation is the fourth industrial revolution, and the world is now at the forefront of technological advancement. they believe in learning and staying up-to-date with the latest technologies. their team of creative and innovative professionals have decades of

experience in the tech industry and are ready to tackle any challenge. they provide top-notch solutions, top-notch products, and end-to-end customer support to help our customers overcome any obstacles. Their goal is to make technology accessible to everyone and help people connect digitally.

3.3 Mission:
In addition to conducting business and generating profits, Bashundhara Group believes in serving the public good and the nation. It was founded on this idea, and its central motto was "For the People, For the Country."

Since the Bashundhara Group supports the idea that consumers are the ultimate determining element in the success of any firm, all Bashundhara Group companies constantly strive to provide customers with the greatest services and goods in order to achieve their complete satisfaction. The company consistently aims to provide clients innovative goods and services.

Bashundhara Group believes that no company can grow without a talented and dedicated workforce. The company treats its representatives, employees, and other employees with dignity and respect. The group aims to create an overwhelming sense of belonging among the employees through various initiatives and actions so that they can fulfill their full potential, fully contribute to the company and be recognized for it.

Bashundhara group is a business conglomerate with a vision to grow with its stakeholders, partners, supporters, customers, employees, and others. Through its various philanthropic initiatives, the group has aided a large number of poor and unprivileged people, and wishes to extend these services across the nation for the betterment of the people and the development of the nation.

3.4 Vision:
In various sectors of business and industry in Bangladesh, Bashundhara Group is already one of the biggest conglomerates. It wants to move much beyond where it is right now. The group aspires to be the biggest corporation in the nation and the largest contributor from the private sector to the advancement of society and the economy. Additionally, it hopes to increase employment and eventually surpass government employment as the top employer in the private sector.

In order to achieve this vision, the Group has already gone into various business and industrial fields, some as pioneers, and plans to be involved in many more fields. The Group has started the process of going global and plans to declare its global presence in next couple of years. Running a business is not easy anywhere, especially in a rapidly-evolving world that brings with it many new opportunities and challenges. However, the Bashundhara group is confident that it will continue to move forward, even faster, in all circumstances – good and bad – in the coming days and will always adhere to its guiding principle – For the people, for the country.

3.5 Values:

The core values of the Bashundhara Group are patriotism, integrity, fair business practices and service to the country. These are the guiding principles behind the decision-making process of the group. These values have served as a moral guide for the whole organization, from leadership to employees, and have influenced the culture of the organization.

The core values of Bashundhara Group are typically centered around the following principles:

1. **Integrity:** The group emphasizes honesty, transparency, and ethical behavior in all its dealings, both internal and external.

2. **Customer Focus:** Bashundhara's core business is to deliver high-quality products and solutions that meet or surpass customer's expectations.

3. **Innovation:** The company seeks to continuously improve and innovate in its products, services, and processes to stay competitive and relevant in the market.

4. **Social Responsibility:** Bashundhara Group takes its role in society seriously and is committed to contributing positively to the communities it operates in.

5. **Employee Welfare:** Valuing and respecting employees, providing a safe and conducive working environment, and promoting professional growth and development.

6. **Sustainability:** The group acknowledges the importance of sustainable practices and aims to minimize its environmental impact through responsible business operations.

Chapter 4
(Analysis)

4.1 The present appraisal strategy and time frame:

A company's goal is to succeed by having successful employees. Performance evaluation involves identifying areas for improvement and coming up with a plan to eliminate those gaps so that the firm can succeed. Additionally, it is a routine practice that helps the relationship between the manager and the people under their supervision to grow stronger over time. Performance evaluation can be used to measure goals and abilities because it is a systematic process. Bashundhara set a goal for the year at the beginning, and she worked toward it with the help of a manager or supervisor. They improved its alignment with the organization's overarching objective.

Every employee at Bashundhara has self-declared goals that are used to evaluate performance. These goals should be quantifiable, acceptable, agreed upon, and time-bound. These goals are set at the beginning and reviewed twice annually. One occurs in the midst of the year, the other near the end. Additionally, the HR typically oversees the evaluation.

4.2 Key Performance Indicators (KPI's):

Key Performance Indicators (KPIs) are specific, measurable metrics used to evaluate the success and performance of an individual, team, department, or organization in achieving its objectives and goals. KPIs are crucial for assessing progress, identifying areas that need improvement, and making data-driven decisions.

The elements that Bashundhara Group 'IT' consider in their KPI's while performing performance appraisals are stated below:

a) Job Knowledge & Skills.

b) Planning, Organizing & Achieving Results.

c) Quantifiable and Measurable.

d) Interpersonal & Behavioral Skills.

e) Communication Skills.

f) Adaptability.

g) Time-bound.

h) Regular Review and Analysis.

i) Consistency.

The parameters of a candidate are evaluated on a scale of 0 to 5 using Likert scale, with 0 being the lowest rating and 5 the highest rating, by the HR Department, with a maximum combined rating of 50.

4.3 How it affects performance of employees:

Human resources are the most important resource for a company. The employees' efforts in the company are crucial to its success. It will be challenging for the business to operate efficiently if the people are not properly structured. Motivating employees is the most crucial element in producing good results. Giving employees performance reviews that are based on their accomplishments may encourage them. As performance is positively correlated with effort (motivation), skill, and willingness to work (training), it is challenging for a corporation to maintain employee productivity in the absence of adequate feedback. Employees that are satisfied with their work and committed to their company are more productive.

A performance appraisal can be used to evaluate an employee's motivation, level of satisfaction, and level of performance. It can have both positive and negative effects on employees, which can motivate or discourage them, depending on the context. Additionally, performance appraisals can be used to measure an employee's level of commitment to a task. An employer can show that they are dedicated to their workers' advancement by conducting performance evaluations. Employees may become loyal and invested in a company when they feel that their hard work is being acknowledged and rewarded. They become more productive in order to get paid for their efforts. Proper performance evaluations can help reduce employee absenteeism and turnover rate. Employees work harder to prove themselves because an assessment encourages them to do so, which helps the business reach its goals. Following are the factors that impact employee performance:

1. Reward:

    Bashundhara Group's IT sector conducts an annual performance appraisal to evaluate an employee's overall performance; an annual performance review is conducted to evaluate the employee's overall performance. An annual performance reward is given to the employee based on their overall performance. An evaluation form is given to the employees to identify their strengths and weaknesses so that they can grow.

Workers receive written comments to encourage employee's self-esteem, they ask questions and help improve their performance to meet the organization's objective. The appraisal form includes all the details about the evaluation process and award. there are five different sorts of rewards that may be offered. One kind of reward is monetary which such as compensations, promotion, bonuses, merit pay, and so on; the other type of reward is nonmonetary such as recognition and prestige, learning opportunities, challenging task and so on. Company also provides advantages like income security, an emphasis on work-life balance, and allowances. Compensation is determined based on the individual's talent, time, and effort; a work-life balance is encouraged to assist workers to balance their job and non-work interests; and when an employee performs exceptionally well, they are recognized. Certificates, trophies, plaques, and other awards are included.

2. Increment:

The annual raise awarded to employees who have demonstrated the highest degree of performance. Employees who receive an injunction letter will not be eligible for this payment, which is calculated from the date the workers were hired. It is distributed to employees in accordance with the financial condition of the firm

3. Promotion:

An employee can't be promoted directly by the supervisor at Bashundhara. A job interview is mandatory for the candidate. Everyone who has worked for Bashundhara for 2 years is eligible for a promotion interview. The Head of Human Resources often conducts the promotion interview. There are several links between promotion and performance reviews. Performance assessment helps the manager to identify which employees are performing well and which ones need to be upgraded or downgraded. Promotions allow employees to assume more responsibilities. The promotion is based on the employee's performance and the existence of the position within the organization. Different companies have their own promotion policies and procedures. In Bashundhara, no supervisor can promote any employee. Employees must have worked for the organization for 2 years or more to be eligible for promotion interview. The interviews are conducted by the chief operating officer, the head of operations, the head of human resources, and sometimes the managing

director. Employees are evaluated and given chances for advancement based on a variety of factors, such as interpersonal skills, communication abilities, presentation skills, etc.

4. Job rotation:

It is the strategy that needs to be applied in order to develop the necessary skills. Work rotation programs may help employees learn more about various elements of their professions and improve their performance.

❖ **The different methods of Performance Appraisal of Bashundhara Group IT Sector**:

When it comes to appraising the performance of the IT sector within Bashundhara Group, several methods can be employed to assess the effectiveness, efficiency, and overall contribution of the IT department. Here are some common methods of performance appraisal for the IT sector:

• Key Performance Indicators (KPIs):

Identify and measure specific KPIs relevant to the IT sector, such as system uptime, response time, project completion rate, and customer satisfaction.

Evaluate these KPIs regularly to gauge the performance and productivity of the IT team.

• 360-Degree Feedback:

Collect feedback from various stakeholders, including managers, peers, subordinates, and internal clients. This method provides a comprehensive view of an employee's performance from multiple perspectives.

• Self-Assessment:

Allow IT employees to self-evaluate their performance against predefined criteria. This method encourages employees to reflect on their strengths and weaknesses.

• Behaviorally Anchored Rating Scales (BARS):

Define specific behavioral indicators that align with the desired performance levels. Evaluate employees based on these behavioral anchors, which are tied to performance outcomes.

- Ranking Method:

Rank employees within the IT sector based on their performance relative to their peers. This method can help identify high-performing individuals as well as those who may need additional support.

❖ **Analyzing different methods of Performance Appraisal of Bashundhara Group IT Sector:**

Analyzing different methods of performance appraisal in the IT sector of Bashundhara Group involves evaluating the effectiveness, strengths, and weaknesses of various approaches used to assess employee performance. Here are several common methods that can be applied:

- Understand the Context:

Learn about the objectives, culture, and organizational structure of the Bashundhara Group. Recognize the importance of the IT sector inside the organization and its contribution to the achievement of the company's goals.

- Gather Information:

Collecting relevant documents, such as performance appraisal forms, guidelines, policies, and any available data related to performance appraisals within the IT sector.

- Identify Key Elements:

Break down the performance appraisal process into its key components, such as goal setting, performance criteria, data collection, feedback mechanisms, performance review meetings, rating scales, and reward systems.

- Data Collection and Documentation:

Review how performance data is collected and documented. Is the process well-documented and consistent across all employees? Consider whether the data collection methods (self-assessment, peer feedback, supervisor evaluation) capture a comprehensive view of an employee's performance.

❖ **Evaluating different methods of Performance Appraisal of the Bashundhara Group IT Sector:**

360-Degree Feedback:

Pros:

    i.   Provides a comprehensive view of an employee's performance from multiple perspectives.

    ii.   Encourages a culture of feedback and collaboration.

Cons:

    i.   Can be time-consuming and resource-intensive.

    ii.   Requires a culture of open communication and trust.

Evaluation: Assess the implementation of 360-degree feedback, considering feedback quality, frequency, and impact on employee development and performance improvement

Key Performance Indicators (KPIs):

Pros:

    i.   Provides specific, measurable metrics for performance assessment.

    ii.   Enables easy tracking of progress towards goals.

Cons:

    i.   Should be carefully selected to avoid unintended consequences.

    ii.   Can sometimes encourage "gaming" the system to meet metrics without real value creation.

Evaluation: Assess the relevance of selected KPIs, the accuracy of data collection, and whether achieving KPIs leads to meaningful contributions to the IT sector's objectives.

Behaviorally Anchored Rating Scales (BARS):

Pros:

    i.   Provides specific examples of behaviors associated with different performance levels.

    ii.   Reduces subjectivity in evaluations.

Cons:
   i.   Time-consuming to develop and implement.
   ii.   Requires extensive training for raters.
Evaluation: Evaluate the quality of BARS, including the relevance of behaviors, clarity of descriptions, and effectiveness in minimizing rating biases.

Self-Assessment:
Pros:
   i.   Encourages self-reflection and self-awareness.
   ii.   Allows employees to take ownership of their performance.
Cons:
   i.   Can be influenced by overconfidence or self-criticism.
   ii.   May not always align with the manager's evaluation.

❖ **Some problems related to the Performance Appraisal of Bashundhara Group IT Sector**:

Performance Appraisal of Bashundhara Group IT sector, like in any other organization, can face various challenges and issues. Here are some common problems related to performance appraisal in this context:

Lack of objective metrics: In the IT sector, it can be tough to come up with clear, measurable ways to measure performance. It's not always easy to measure output quantifiably, unlike some other departments.

Lack of Timely Feedback: Timely feedback is crucial for employees to understand their strengths and areas for improvement. If feedback is infrequent or only provided during the annual appraisal, it can hinder employee growth and development.

Technical Skill Evaluation: Assessing technical skills accurately can be difficult, especially for non-technical managers. Ensuring that those conducting the appraisal have a sufficient understanding of IT skills and technologies is crucial.

Employee Development and Training: Identifying areas for improvement and providing the necessary training and resources to address them can be challenging, especially in rapidly evolving IT environments.

Implement Technology Solutions: Use performance management software or tools to streamline the appraisal process, track progress, and maintain accurate records.

❖ **Some recommendation to solve the problems of Performance Appraisal of Bashundhara Group IT sector:**

Objective Metrics:

Develop objective, measurable performance metrics that align with the company's goals and objectives. This helps in providing a fair and consistent evaluation.

Feedback Mechanism:

Establish a structured feedback system where employees receive regular, constructive feedback on their performance.

Encourage employees to provide feedback on their managers as well.

Training and Development:

Invest in training and development programs to help employees acquire the skills they need to succeed in their roles. Use these programs to bridge performance gaps.

Performance Management Software:

Implement performance management software to streamline the appraisal process, track performance metrics, and maintain a centralized record of employee evaluations.

Chapter 5
(Findings & Recommendations)

5.1 Findings:

There are few findings to solve the problems:

- Lack of Clear Objectives: Some employees may not fully understand their job responsibilities and the specific objectives they are expected to achieve. This can lead to confusion during performance evaluations.

- Inconsistent Criteria: There may be inconsistencies in how performance is evaluated across different IT teams or departments. This can lead to perceptions of unfairness.

- Infrequent Feedback: Employees might not be receiving regular feedback on their performance throughout the year, making the annual appraisal process less effective.

- Documentation Issues: Incomplete or inadequate documentation of performance data can hinder the accuracy of appraisals and create disputes.

- Subjectivity: Appraisals might rely too heavily on subjective judgments, leading to biases and inaccuracies.

- Skill Development: The appraisal process may not effectively identify training and development needs for IT employees, which could hinder their professional growth

- 360-Degree Feedback: Assess whether the process includes feedback from peers, subordinates, and managers. This holistic approach provides a more comprehensive view of an employee's performance

5.2 Recommendations:

- Clearly Defined Objectives: Ensure that job roles and performance expectations are clearly defined and communicated to all IT employees. This clarity helps both employees and supervisors understand what is expected.

- Standardized Criteria: Develop standardized performance criteria and evaluation metrics that are consistent across IT teams and departments. This ensures fairness and transparency in the appraisal process.
- Regular Feedback: Implement a continuous feedback system throughout the year. Managers should provide constructive feedback to employees on an ongoing basis, not just during annual reviews.
- Documentation: Encourage supervisors to maintain accurate and comprehensive records of employee performance. This documentation should include both achievements and areas for improvement.
- Training on Bias Awareness: Conduct training for supervisors and HR personnel on recognizing and mitigating biases during the appraisal process. This helps ensure fair evaluations.
- 360-Degree Feedback: Consider implementing a 360-degree feedback system where employees receive input from peers, subordinates, and supervisors. This provides a more holistic view of an employee's performance.
- Professional Development Plans: Use the appraisal process to identify areas where employees can improve their skills or knowledge. Develop individualized professional development plans to support their growth.
- Regular Training and Development: Invest in training and development programs for IT employees to enhance their skills and keep them up-to-date with industry trends.
- Appraisal Training: Train managers and supervisors on how to conduct effective performance appraisals. This includes providing feedback, setting goals, and conducting constructive discussions.

Conclusion:

The most efficient way to make sure that employees are appropriately managed is through performance appraisal. In order to help employees, grow and become more motivated to perform at their best, a performance evaluation may pinpoint their areas of weakness and the training they

need. The provision of ongoing feedback and rewards helps achieve this. Receiving compliments on their work inspires and makes employees happy, which aids in their goal-achieving. In addition to maintaining a healthy work environment, performance and performance appraisals can also help you retain your top talent. It allows the manager to stay up-to-date and evaluate the performance of employees. If a performance gap is identified, the manager can train the employees accordingly. It also helps them to identify the right employees to reward and promote. Therefore, you can say that performance and evaluation is an inevitable part of the organization's success.

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