

Employees Performance Appraisal in the RMG Sector of Bangladesh.

“A Case Study of Twelve Clothing Ltd.”

Employee Performance Appraisal in the RMG sector of Bangladesh

“A Case Study on Twelve Clothing”

Submitted To

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Human Resource Management

Summer, 2020



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19th July 2022

Letter of transmittal

19th July 2022

Nasrin Akter
Assistant Professor
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Subject: Request to accept the internship report

Dear Madam,

With great respect and pleasure, I submit my internship report on Employees Performance Appraisal in the RMG Sector of Bangladesh “A Case Study of Twelve Clothing Ltd.”. I have prepared my report in the mentioned timeframe. I tried to gather accurate information to make it specific and coherent. Through the process of preparing the term paper, I have managed to get some practical experiences.

To serve your purpose, I have tried my best to find out proper implementation of performance appraisal practice in Twelve Clothing Ltd.

I truly hope and believe, this report will fulfill the requirements suggested by you.

Sincerely,

Sharif Hasnain

111 153 087

School of Business and Economics

Certification of similarity index

This is to certify that the Internship Report on “**Employees Performance Appraisal in the RMG Sector of Bangladesh “A Case Study of Twelve Clothing Ltd.”**” is done by **Sharif Hasnain** as his partial fulfillment for the requirement of Bachelor of Business Administration (BBA) degree from the School of Business and Economics, United International University

The Report has been prepared under my supervision and guidance and carried out successfully.

Signature of the Supervisor

Declaration of the student

I **Sharif Hasnain**, hereby declare that the presented report of the internship titled **“Employees Performance Appraisal in the RMG Sector of Bangladesh “A Case Study of Twelve Clothing Ltd.** “is uniquely prepared by me.

I also confirm that, this report is only prepared to my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporation.

Signature of the student

Sharif Hasnain

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Acknowledgment

I express my deep sense of gratitude and sincere appreciation to my supervisor Nasrin Akter, Assistant Professor, United International University for her valuable suggestion, guidelines and cooperation. Without her help and guidance, it was quite impossible to come up with this study.

All of my thanks go to the Twelve staff who have given me their valuable time to explore their world. For this I thank my institution for giving me this nice opportunity to see their life world. I am also grateful to the garments management who extended their co-operation for collection data and information associate with the study.

In writing this internship report, I have drawn as many books which mentioned in the reference, I acknowledge my indebtedness to all those authors for their works which has been great use for me.

I would like to thanks to my Internship supervisor Mr. Ismail Hossain who had been very co-operative and supported do this internship report

I am also grateful to my parents for their handy support and off course to all of my friends and colleagues.

Executive summary

Twelve Clothing Ltd. is the 12th concern of Team group started its journey from 2012 in Bangladesh. Twelve, a clothing brand that has expanded its presence in 16 different locations in Bangladesh has a wide range of collections for male and female wears. The brand has a decent work culture giving me the opportunity to work in the Human Resource Department,

In this report, I have given an overview of the HR Roles in upholding employee performance management in Twelve Clothing Ltd. which I came to learn after three months of involvement.

This report portrays my internship tasks which I had to carry out for different managerial functions in order to complete the job tasks. The report also covers how the employees are monitored, how does their entire development process go by and the basis of the evaluation of individual performance.

Even though Twelve Clothing Ltd. did not allow me with all the information, but I tried my best to cover every other detail those were not confidential in this report.

Finally, the report says about my findings and recommendations for Twelve Clothing Ltd. where I have covered the objectives and methods used to rate an employee's performance with proper feedback enhancing business performance and increasing the employee productivity.

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Chapter 1: Introduction

1. Background of the report

Bangladeshi clothing industries are one of the fastest growing industries, which are expanding over the space of a few short decades. In the same way, Bangladeshi people are becoming fashion concern day by day. To fulfill the demand for a large fashion community a huge number of clothing brands are launched. Fashion houses do the remarkable job for the Bangladeshi people. Many designers are personally open their fashion houses in Bangladesh. Most of all fashion houses are based in Dhaka city. All the fashion houses in Bangladesh, designers are continuously trying to give new design for the costumer. There are more than hundreds small and large boutique house or fashion house in Bangladesh. There are various fashion houses in Bangladesh. It is really tough to select Top Trendy Clothing Brands in Bangladesh.

1.1 Objectives of the report

1.1.1 Major objective

To examine the impact of Performance Appraisal of employees in Twelve Clothing Ltd.

1.1.2 Specific objectives

- To understand the Performance appraisal process of **Twelve** Clothing Ltd.
- To see Employee's feedback
- To oversee the employee responsiveness towards their job performance

1.2 Methodology of the report

Twelve Clothing Ltd is one of the largest and most successful Fashion brand in Bangladesh.

The report is based on both primary and secondary research.

To collect information on what I did in practical what was done by me for my practical knowledge.

To make a comment over the report we have to understand the whole report.

- Primary Source:

Primary data was collected from the employees of Twelve Clothing Ltd.

- Secondary Source:

The secondary data has been collected from the various reports and websites.

1.2.1 Sampling:

To conduct the report, the surveyor used survey types of research and data from the survey is used to complete the report.

The sample is 40 management-level employees from Twelve Clothing Corporate Office.

1.2.2 Source of Data:

The data source is gathered mainly from face-to-face employee interviews. Conducting the report, there also contains some secondary research and those secondary research sources are from different journals, research reports, articles, etc.

1.2.3 Data Collection Tools and Techniques:

Primary and secondary research has to be conducted in the study. For conducting the survey, I used structured questionnaires. The first part of the questionnaire, I want to know the demographic aspects by questioning the age ranges, salary ranges and their job level. After that, I put some opinion-based statements by the help of the Likert Scale and responders have to give their opinion on a scale from 1 to 5. Lastly, I put two open-ended questions in my survey among the respondents. Those questions (open-ended) provide significant insights from the respondents. The major research techniques are as follows:

Conducting face-to-face interviews of the employees.

Discussion with 40 employees to know and analyze the attitude and beliefs of employees towards performance appraisal.

1.3 Scope and limitations of the Report

1.3.1 Scope of the report

The scope of the study includes management-level employees in the organization. The study aims at finding out the effectiveness of Performance Appraisal and suggests some measures to improve the performance appraisal system. Authentic information plays a significant role in an organization. It is a conventional procedure used in working organizations to evaluate the personalities, contributions and potential of group members. Adaptation refers to human transformation to match with the organization needs. It is an act of changing one's behavior to make it suitable for a new purpose.

Doing this internship report on a well-known retail fashion company will be a privilege for me. This may give me the scope to match my theoretical knowledge with the practical one.

1.3.2 Limitation of the report

- This report does not fill with adequate pieces of information because of the confidentiality of the organization.
- To know in-depth about the organization it requires time and due to short period of time, adequate information is not here.
- Taking 40 respondent's responses from their busy work schedule is difficult and many of them are not willing to take the survey.
- Because of my inability, I could not become enough intimate with the workers to extract out the actual answer. So, the lack of validity is prevailed through this research. In spite of conducting pilot survey, there was some vagueness in my questionnaire that made some confusion while collecting data.

Chapter 2: Literature Review

For assessing an employee's performance on different parameters and organizational goals performance appraisal process is most conventional. Performance appraisal is basically done within an organization annually, but according to the necessity of the institution, it can be done quarterly or semi-annually. PA process is necessary for an organization to get more understanding about their employee's development. PA process also helps the employees to know what the organization is expected from them. Performance appraisal makes a connection between the top management and the employees where employees are bound to justify their individual performance. According to Lawler and McDermott, EPA is the most impactful mechanism of human resource management to evaluate individual employees' performance. It also signifies employees' performance by establishing a strategy. Some literature states that for achieving employee performance PA process is a fruitful device. Selvarajan and Cloniger stated that the constructive PA process motivates employees toward their work and develops individual performance and helps the organization to recognize good and below-par employees.

From prior research, a constructive performance appraisal process has 5(five) notable results which are given below:

- I. Giving reward.
- II. Motivating employees.
- III. Establishing equity among the employees.
- IV. Reducing employee turnover.
- V. Through finding the gaps improve employee performance.

Despite giving enormous attention to the PA system, the results give a higher level of dissatisfaction due to unfair treatment, imprecision, and political influence. It is very much obvious that, both negative and affirmative results may happen but employees are very, much keen to hear positive feedback regarding their performance rather than a pessimistic one. An effective performance appraisal largely depends on the responses given by the employees and in which mode they are taking the whole PA process. A potent PA process needs to execute for finding the poorer areas of an employee because the end result will arise the training urges for developing individual performance. (Rao. 2004)

Performance appraisals are one of the most important requirements for successful business and human resource policy (Kressler, 2003). Rewarding and promoting effective performance in organizations, as well as identifying ineffective performers for developmental programs or other personnel actions, are essential to effective to human resource management (Pulakos, 2003). The ability to conduct performance appraisals relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task.

Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the organization's performance appraisal process for use in making compensation, job placement, and training decisions and assignments (London, 2003). Noe et al (2006) define performance appraisal as "the process through which managers ensure that employees' activities and outputs are congruent with the organization's goals". The concept of performance appraisal has contributed a lot in the development Human Resource Management in recent years. The concept was first coined by Beer

and Ruh in 1976. However, it is barely in the mid 1980's that it had been accepted as a distinctive approach.

Performance appraisal is widely being used in organizations so as to obtain the best results by trying to improve performance of the workforce. Goals and standards are being planned well beforehand in order to get satisfied outcomes. Performance appraisal also known as performance review, formally documents the achievements of an individual with regards to set targets. It is a component of PMS. The system has become an essential management tool in today's organizations. Managing employees' performance can be said to be as important as any other work that all managers execute during the year.

Grote (2002) describes performance appraisal as a formal management tool that helps evaluate the performance quality of an employee. Schneier and Beatty as cited in Patterson (1987) define it as a process which apart from evaluating also identifies and develops human performance.

According to Karol (1996) performance appraisal includes a communication event planned between a manager and an employee specifically for the purpose of assessing that employee's past job performance and discussing areas for future improvement.

Today's performance appraisal process has evolved into a more planned and formal process. It is used as a means which helps identify and compare employees' performances. The appraisals data are frequently being used to review several Human Resources decision. It can determine any need for career developments and trainings. For issues such as raise in salaries, rewards and promotions, employers are more and more making use of the appraisals' results.

Appraisals have now developed into a regular and intervallic system in organizations, normally carried out at least once a year. When talking about the modern approach to

appraisal, the term feedback cannot be ignored. The one-to-one discussion between supervisors and subordinates gives rise to feedback and is referred to as the feedback process. This process can improve communication all through the organization but also it can reinforce employees' relationships with their superiors. This is so as the workers have the feeling that they do matter to the organization and that their needs are being taken into consideration.

The performance appraisal system has most likely become a future-oriented approach as it aims to improve future performances by considering present problems.

Chapter 3: Company and Industry Preview

3.1 Company analysis

Twelve Clothing Ltd. is the 12th concern of Team group. Founded on 12th December 2012, Twelve Clothing Ltd. has expanded its operation throughout Bangladesh. We are in 16 locations all over Bangladesh. Apart from physical stores, we serve online through an established E-commerce site and Facebook stores

3.1.1 Overview and history



Twelve Clothing Ltd.

Twelve puts a great effort into making clothes that fit and please every individual customer. We only make products they consider attractive, high quality, contemporary, genuine, and affordable. **Twelve** wants people to love their clothes and have fun wearing them. The brand focuses on old school- classic look with a spicy twist to the upcoming/new generation's flashy notion and awesome detailing that is noticeable in each garment.

3.1.2 Our mission

- Setting up an ethical business standard by providing a safe and rewarding work environment.
- Implementing ecofriendly technologies through trained and knowledgeable workforce to offer highest level of customer satisfaction.
- Ensuring sustainable growth through innovation, talents and operational efficiencies.

3.1.3 Our vision

To become a reliable global organization that provides excellence and quality through innovation with a forward-looking approach

3.1.4 Our values

Ownership

We believe in ownership. We are all owners in the business and think of our employees at the company as a two-way street

Excellence

We go all-out to excel in every aspect of our business and approach every challenge with a determination to succeed

Social Responsibility

We care for the future generation of our beloved country. Environment care is always ensured by green technology and management

Recognition and Reward

Appreciated efforts will increase the self-esteem and satisfaction of our employees. Employees' improved attitude towards their job will lead to excellence.

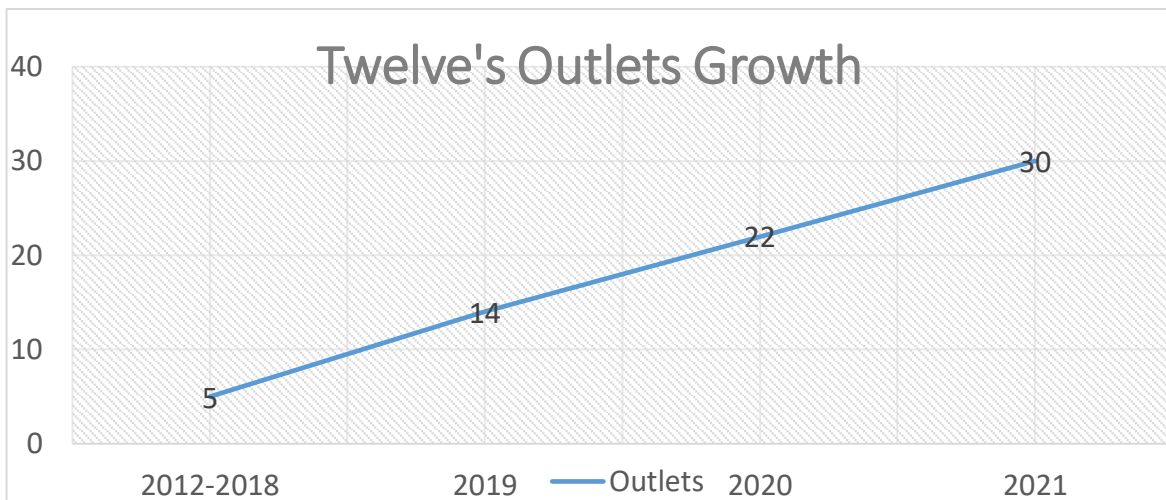
3.1.5 Trend and growth

Twelve Clothing Ltd. is the 12th concern of the TEAM group. Founded on 12th December 2012, Twelve Clothing Ltd. has expanded its operation throughout Bangladesh. Now, Twelve 30 outlets all over Bangladesh. Apart from physical stores, they ensure online buying from their established website and Facebook page.

Twelve puts a great effort into making clothes that fit and please every individual customer. They want people to love their clothes and have fun wearing them. **Twelve** Clothing puts attention on upcoming/new generation's fashion thoughts which is noticeable due to the characteristics of their collection.

The basic strategy of **Twelve** clothing started with expansion planning. Keeping the operational cost in mind Twelve's strategy was to expand their business outside Dhaka. While their first 5 outlets were in Dhaka, but when thinking about new expansion the management came to a new strategy to expand the business outside Dhaka alongside the capital. If we look into the expansion from 2017 to 2021, we will see the direct reflection of the Brand's expansion strategy.

2012-2018	2019	2020	2021 (Till now)
1. Jashimuddin-Uttara	6. Bashundhara City	15. Jashore	23. Khulna
2. Banasree	7. Mymensingh	16. Chattogram	24. Mirpur 2
3. Dhanmondi	8. Feni	17. Maijdee-Noakhali	25. Sirajganj
4. Jamuna Future Park	9. Sylhet	18. Barishal	26. Moulovibazar
5. Mirpur	10. Tangail	19. Habiganj	27. Tangail 2
	11. Wari	20. Feni-2	28. Khilgaon
	12. Bogura	21. Cox's Bazar	29. Mirpur 3
	13. Cumilla 1	22. Kushtia	30. Satkhira
	14. Cumilla Express		

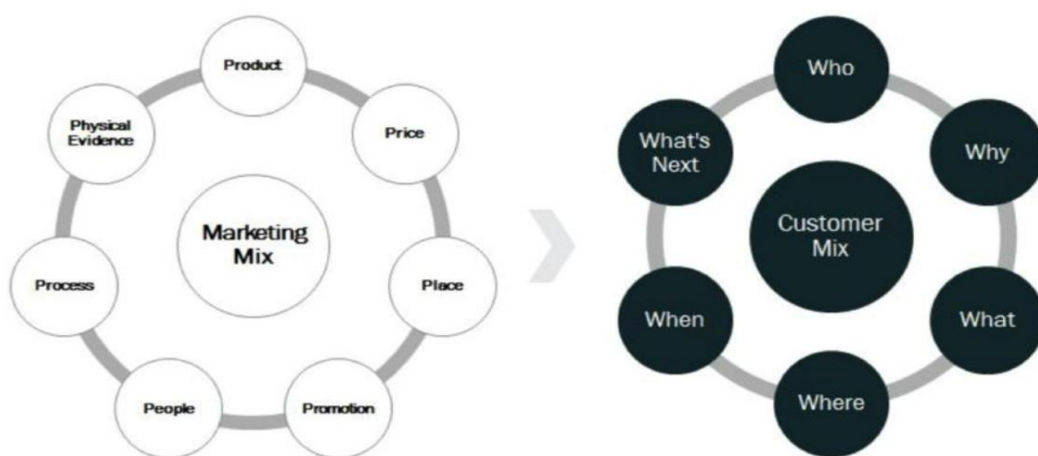


But after 2020, **Twelve** has decided to capture the urban market more, as urban market creates better brand image than semi-urban market. Therefore, from 2021 they have started to establish new urban stores in the major locations in Dhaka, Chittagong and

Sylhet which in exchange of higher operational cost creating better brand image in customer's mind.

3.1.6 Customer mix

In this era, where market place becomes global the power shifted from suppliers to end users. The main component of the marketing mix is the customer and without customer, there is nothing in the marketplace.



For understanding **Twelve** Clothing Limited's customer mix, first thing that we have to analyze is who Twelve's target segment are basically. **Twelve's** business strategy and all promotions are based on age group. The main customers of **Twelve** falls under 18-40 age group and belongs to socio economic class of Lower middle to upper middle class. These are the customers who has the purchasing capacity and interest in fashion. They have tendency to buy and try new fashions.

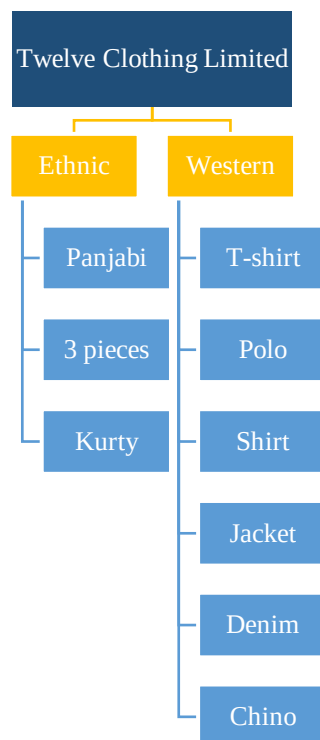
Twelve's product pricing is lower than the brands which are currently operating in Bangladesh and they try to maintain quality product in lower rate as they have strong RMG factory support. This works as a USP to this organization.

The location **Twelve** chooses to establish their outlets are based on the demographic analysis. They open outlets in places where the target group of customers are available. Previously their strategy was to reach the outside Dhaka customers, which have recently changed. Currently they are planning to

establish this brand in Dhaka. Right now, they have 30 outlets all over Bangladesh. It covers all the major areas of Bangladesh and planning on developing 50 outlets all over the country.

3.1.7 Product mix

The product mix of a company is crucial to understand as it exerts a profound impact on a company's brand image. Maintaining high product width and depth diversifies a firm's product risk and reduces dependence on one product or product line. With that being said, unnecessary or non-value-adding product width diversification can hurt a brand's image.



As mentioned in the chart, **Twelve** operates with two major segments of products: Ethnic and Western. Ethnic product covers all traditional products of our region such as

Panjabi, 3 pieces, Kurty, fatua etc. In western section **Twelve** tries to blend both western and our regional fashions which brings an indo-western look on our western products.

3.1.8 Operations

Twelve Clothing operations is based on three major segments:

1. Backend production and planning
2. Distribution and overall inventory management
3. Frontend Service-Direct Sales through outlet

For backend production for 4 major events: 1. Falgun & Valentine, 2. Eid ul Fitr, 3. Eid ul Adha, 4. Winter, planning starts from 3 months before the events. The category management team at **Twelve** distribute the production target to the designers and production timeline to Merchandizers. According to the planning, designer and merchandizing team works for production.

After the production is done, products are stored in warehouse and distributed among the outlets according to outlets sales trend and outlet size.

Currently **Twelve** has 30 outlets all over Bangladesh. Three area sales manager and one national sales head control overall sales process and monitor whole selling procedures

3.1.9 SWOT analysis

<u>Strength</u>	<u>Weakness</u>
1. Team group has 5 factories for western product production	1. As export is the main priority of the factories, production for Twelve clothing is hampered
2. Internal design team to develop designs and sample production	2. No proper product development facility for western design team
3. Strong distribution and warehouse team to support outlets with products in due time	3. ERP for distribution team is backdated. Therefore, it takes more time than required
4. Strong financial capacity of the group to support purchase	4. Weak finance team to support functional issues
5. Internal e-commerce team to support business online	5. Retaining human resources is a big issue
6. Strong sales team to support front end	6. Lack of investment in digital marketing and branding
7. Internal ERP system to track business	7. Internal ERP system takes a lot of time to develop
8. Strong Analytical team to track business growth and new opportunities	
<u>Opportunities</u>	<u>Threats</u>
1. As Bangladesh has huge opportunities to grow in retail, there is a high possibility expand the business locally	1. Few strong competitors are leading the markets.
2. People are more fashion conscious nowadays as a result of social media.	2. Very few skilled human resources are found in the market to work in fashion industry
3. As the target customers are young generation, currently they like to shop from Brands	3. Lack of knowledge about fashion in semi-urban areas.
4. Locally, we don't have strong brands other than Aarong	4. New competitors are growing day by day with better set up.

3.2 Industry analysis

3.2.1 Specification of fashion retail industry

Bangladesh will become a middle-income country by the year 2022 expectedly and the growth of the economy is increasing day by day as well as the buying power of the citizen. This economic growth of Bangladesh has opened the gateway of the retail business model to the big names of the country.

Garment manufacturers of Bangladesh who is well established with equipment and resources, they are keen to join the retail industry to capitalize the retail industry as the market is growing and going to be stable in the future.

Some large players such as Yellow from Beximco Group, Smartex from Giant Group, Red Origin from Partex Group, Sailor by Epyllion, SaRa clothing belongs to Snowtex, Richman from Lubnan Trade Consortium Ltd, etc. Despite having the strength in manufacturing why one should venture into the retail sector? The answer is given by the experts in the rapid growth of the economy which thrives the buyers to spend more and as a result, there is an opportunity for the retail sector.

Moreover, global giants are also very much keen on this completion and that is why they slowly but tactfully enter this sector by creating distinguish dimensions. Big players like Puma and Decathlon are here to offer sportswear for their customers as well there are some early birds like Uniqlo who are holding back for a long time with the Grameen Group who are now ready to enjoy the large dividends by establishing themselves steadily over the year. There are many others who are waiting to wave their wings to announce their presence.

3.2.2 Size, trend, and maturity of the industry

As per some estimates, the total market size in retail is around Taka 1,500 crore and the growth rate is around 15 per cent for the last 3-4 years, which is expected to continue well into the coming years that would witness the market grow around 15 times.

However, compared to the total retail market, organized retail consists only over 1 per cent. According to Bangladesh Superstores Owners' Association (BSOA), some 30 companies with over 160 outlets are currently operating across the country.

The surface of the retail landscape of Bangladesh is not smooth as seems very linear. It has also some challenges. Like other Asian countries, the retail sector is not yet an established market in Bangladesh. The roots of this sector are not strong enough to be a fruitful tree due to some ground problems such as poor strategic direction, lack of market knowledge, limited market intelligence, weak supply chain, and policy and tax complications are just some few names.

3.2.3 External economic factors

Economic factors have a significant impact on how an organization does business and also how profitable they are. Economic factors include-economic growth, interest rates, exchange rates, inflation, disposable income of consumers, employment etc. These factors can be further broken down into macro-economic and micro- economic factors. Macro-economic factors deal with the management of demand in any given economy. Micro-economic factors are all about the way people spend their income. The effect of some of the economic factors on fashion industry is summarized below.

3.2.4 Disposable income and employment

Increasing disposable income of households, has been witnessed in most of the Economic Cooperation and Development (OECD) countries over the last couple of years This implies that there is more money available for consumers to purchase clothes, which may increase the total sales of fashion companies. On the other hand, the employment rate in most OECD countries has continuously decreased over the last few years. In the course of this trend, there might be less people able to buy fashion clothes due to the unemployment, but those who are employed can spend more money on the products due to higher disposable income. Consequently, as an option for higher profits, fashion firms may increase price by enhancing product quality.

3.2.5 Growth in global economy

According to the OECD, the global economy is expected to strengthen and grow in the next few years. The European Commission declares that the fashion industry itself has constantly growing at around 10%. The global women's apparel market growth rate is expected to increase by 50% till 2025. As a result, there are greater opportunities for the internationalization of apparel brands.

3.2.6 Raw material and labor costs

Raw materials like oil and water are becoming scarce; resulting in a rise in manufacturing cost of apparel. The European Commission alerts that due to the decline of the manufacturing industry, skilled labor has decreased and became more expensive, which may pose a threat to competitiveness in the apparel industry. As a response to these two trends, fashion industry tends to outsource the textile production to low-cost manufacturing countries like Bangladesh or Cambodia in order to cut production and labor costs. However, experts alert that even in these countries, the resource prices already have and will be rising significantly in the future.

3.2.7 Technological factors

The fashion industry has always been subject to technological changes and has influenced the way in which apparel products are produced, supplied and delivered to customers. The emergence of the Internet and improvements in communication technologies have facilitated and accelerated the information flow of new trends and brands from the customer to the retailer, which enables companies to respond more quickly to the latest market impulses. In turn these advancements have increased customer demands since the media continuously updates them about the newest fashion styles. A similar improvement in knowledge transfer and interaction can be witnessed between retailers, wholesalers and manufacturers, which are able to benefit from more efficient distribution and communication channels. Besides, low-cost advertisement and marketing options for retailers through social media platforms or a

corporate website are on rise to attract consumers for buying fashion products. Innovations like matrix coding, the co-creation of products and online shopping have made the decision and purchase of fashion easier and more convenient for customers. Despite the technological enhancements, the apparel industry remains rather labor-intensive with limited automation because of frequent design, textile and demand changes.

3.2.8 Buyer power

The first important force is the bargaining ability of buyers, who can choose to push down prices, not buy products, or switch retailers. In the case of the fashion industry, buyer power is a relatively large force.

While clothes shoppers are typically individuals with little to none direct bargaining power (as compared to huge companies, buying in bulk, who might be the main clients in other industries), they have many alternative locations to shop for apparel and little incentive to stay with one particular company, giving them plenty of indirect bargaining power.

3.2.9 Supplier power

In the fashion retail industry, supplier power is a relatively small and insignificant force. Most apparel companies source their products from third world manufacturers who receive just fractions of the profit. Suppliers have little control over the fashion industry as, unfortunately, they are dispensable and can always be swapped out.

As a result, input prices for this industry are relatively low and will stay there until the global development gap closes up significantly.

3.2.10 Threat to substitutes

Fortunately for those in the fashion retail industry, there is little to substitute clothes with. This force is almost negligible — all ‘substitution’ in the fashion industry is really just competition. To sum up, the fashion industry seems difficult to successfully dive into, and bleak for companies already within this space.

3.2.11 Industry rivalry

The fashion industry is an interesting one when it comes to analyzing through the intensity of competitive rivalry. There are large numbers of retailers who sell very similar products, but there’s also the concept of brands, which allow some companies to sell apparel for ridiculous rates. Nowadays there is little innovation in this space, so the market is quickly becoming saturated with very similar products

Chapter 4: Findings and Analysis

4.1 Performance appraisal of Twelve Clothing Ltd.

The performance Appraisal process puts significance on the evaluation of their employees at **Twelve** Clothing. Human Resource dept. of Twelve Clothing is solely responsible for the execution of a successful performance appraisal process. HODs (Head of the department) is responsible for evaluating their individual employee. Below we are going to discuss the overall process of performance appraisal taken by Twelve Clothing Ltd:

- The performance appraisal of Twelve Clothing Ltd is done basically at the end of the year. For that reason, managers of every department set KPI (Key Performance Indicator) for each individual employee at the beginning of every year. It demonstrates a clear picture to every employee that what is expected from them and how they should work accordingly.
- Usually the HODs (head of the department) rate the employees as a rater and they observe employee's behavior while they are working throughout the year.
- Particular supervisor for particular employees noted their behavior and save them in memory.
- Before the final evaluation process, at a specific time in a year or once in a year supervisor goes to a different supervisor to rate their individual and this practice reduces the biasness significantly while rating.
- From the evaluation result, rewards/benefits are given to the employees such as salary hikes, incentives, bonuses, profit share, etc.
- While doing the appraisal process if any employees found that he/she is performing low then Twelve Clothing Ltd arranges different types of training, workshop, and seminars for the development of particular employee/employees so that they can enhance their skills and knowledge.

After the appraisal process, results are sent to the top management for the promotion, rise in salary, special rewards, etc. of individual employees'. If there is any question raise in the mid of employee regarding the PA process, he/she have the opportunity to ask his/her supervisor and supervisor gives them proper explanation. Furthermore, if

any employee is giving low performance than expected he/she can go for a direct conversation with his/her supervisor to understand the criteria. However, if any employee continuously gives low performance even after 2 years Twelve Clothing Ltd dismisses him from the service.

4.1.1 Objectives of Performance appraisal of Twelve Clothing

Like every other organization, Twelve Clothing Ltd is doing the performance appraisal with a common objective behind it. Which are given below:

- First and foremost, performance appraisal creates a chance for the supervisors to make a conversation about the improvement of their employees. Thus the overall PA process works as a review system of employee performance for the supervisors.
- In the second place, performance appraisal gives an insight the needs for necessary development and also particular training. PA helps also the supervisor to get a clear picture of the capability of an employee about what he/she can do in the future. So, PA can bring out the maximum contribution from employees to the organization.
- Moreover, performance appraisal works as a reward review because it defines the benefits on past performance results. By giving deserving rewards for doing high-performance boosts employee motivation and their employee ownership will be at the top.
- Finally, the purpose of PA is to define the effectiveness of HR functions.

4.2 Different methods used for performance appraisal:

Various numbers of methods are used for assessing the performance of employees. Due to the variations in the advantages and disadvantages of each method, it is not possible to use one single method for all organizations. So, we can say that a single method or technique is not applicable to all organizations.

The methods of evaluating the performance of employees are classified into two parts which is introduced by Strauss and Sayles.

4.2.1 Traditional methods

- i. Ranking Method.
- ii. Rating Scale Method.
- iii. Forced Distribution Method
- iv. Critical Incident Method
- v. Confidential Appraisal Method
- vi. Paired Comparison Method

4.1.1 Modern methods

- i. Management by Objectives (MBO).
- ii. Behaviorally Anchored Rating Scale (BARS).
- iii. 360-degree performance appraisal
- iv. Human resource cost accounting method
- v. Assessment Centre.

In below, I am going to elaborate that particular method used by the management of Twelve Clothing Ltd.

4.3 Rating Method

The most widespread technique for assessing employee performance is the **rating scale method/technique**. In this method, employees being rated according to evaluator's records and put their judgment about employee performance on a scale. **Twelve Clothing** mostly uses this rating method to assess their employee's performance. The manager put 1-5 scores on different criteria for scoring their employee's performance

4.4 Major elements of performance evaluation of Twelve Clothing Ltd

Every organization has dissimilar aspects and elements for assessing the performance of its employees. For assessing the employee's performance at Twelve Clothing Ltd there are two different sections. That two-section are mentioned below:

Section A:

Functional Skills (50 Marks)

1. Quality of Work (15 Marks)
2. Work Habits (20 Marks)
3. Job Knowledge (15 Marks)

Section B:

Interpersonal Skills (50 Marks)

1. Interpersonal Relations (25 Marks)
2. Leadership Skills (25 Marks)

For better understanding the Performance Appraisal Form I am attaching the file below-



Twelve Clothing Ltd.
Performance Appraisal Form
Period: Jan to Dec 2020

Section 01: General Information			
Name of Appraisee	:		
Date of Joining	:		
Designation	:		
Employee ID	:		
First Appraiser	:		
Job Title	:		
2nd Appraiser	:		
Job Title	:		

Functional Skill [Max-50 marks]

Quality of Work [15 Marks]	Score	0
Accuracy, neatness and timeliness of work		
Adherence to duties and procedures in Job Description and Work Instructions		
Synchronization with organizations/functional goals		
Work Habits [20 Marks]	Score	0
Punctuality to workplace		
Adherence to Vision, mission & values		
Take initiatives at workplace		
Submits reports on time and meets deadlines		
Job Knowledge [15 Marks]	Score	0
Skill and ability to perform job satisfactorily		
Shown interest in learning and improving		
Ability to problem solving		

Interpersonal Skill [50 Marks]

Interpersonal Relations [25 Marks]	Score	0
Responds and contributes to team efforts		
Responds positively to suggestions and instructions and criticism		
Keeps supervisor informed of all details		
Adapts well to changing circumstances		
Seeks feedback to improve		
Leadership Skill [25 Marks]	Score	0
Aspiration to climb up the ladder, accepts challenges, new responsibilities and roles		
Innovative thinking - contribution to organizations and functions and personal growth		
Motivate & Inspire others		
Handle situation		
Delegating others		
Grand Total		0

ATTRIBUTES	SCALE	SCORE	increment %	Promotion
Outstanding	5	91-100	5 - 7	
Exceeds Requirements	4	81-90	3 - 5	
Meets Requirements	3	71-80	2 - 4	
Need Improvement	2	61-70	0	
Unsatisfactory	1	<=60	0	

Pre. Salary	
Increment %	
Increment Amount	
Market Adjustment	
New Salary	

FINAL GRADE

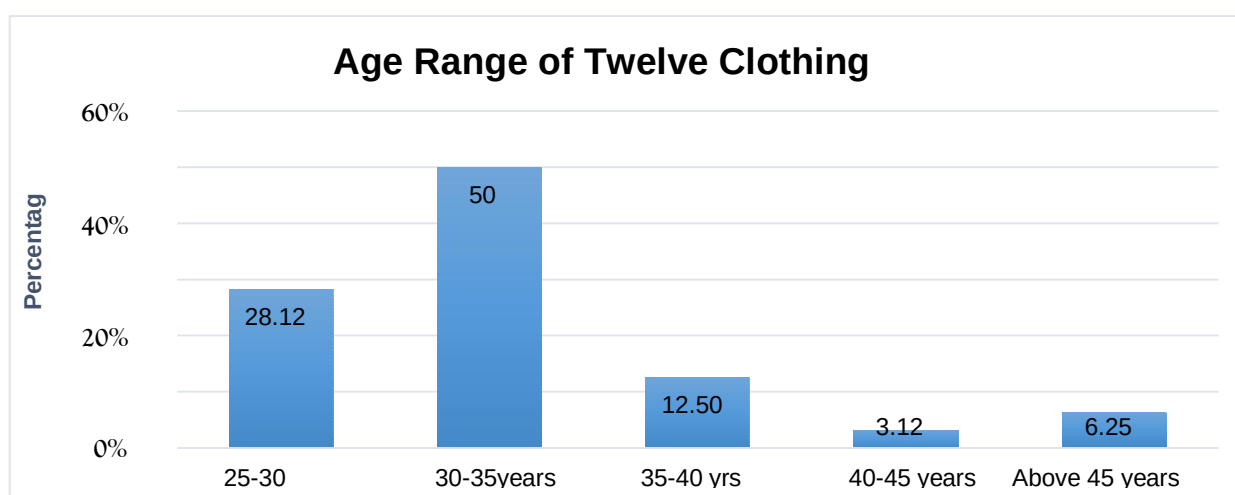
Assessor's Comments / Feedback		
Appraisee	Appraiser (1st Appraiser)	Appraiser (2nd Appraiser)
Signature :	Signature :	Signature :



4.5 Analysis and interpretation of gathered data

As the world become global, the competition is always on the high as well as the corporate world is becoming competitive, performing in highest level by every employee is necessary for all institution. So, PA process is vital for every employee as well as for the organization. From that point of view, I did a survey on the employees of **Twelve Clothing** as a requirement to fulfill my report where I try to understand their notions regarding their performance appraisal process. From the survey, I take a chance to gather information about the succession rate in terms of attaining the intention of PA process. I did a survey about 40 employees of the organization.

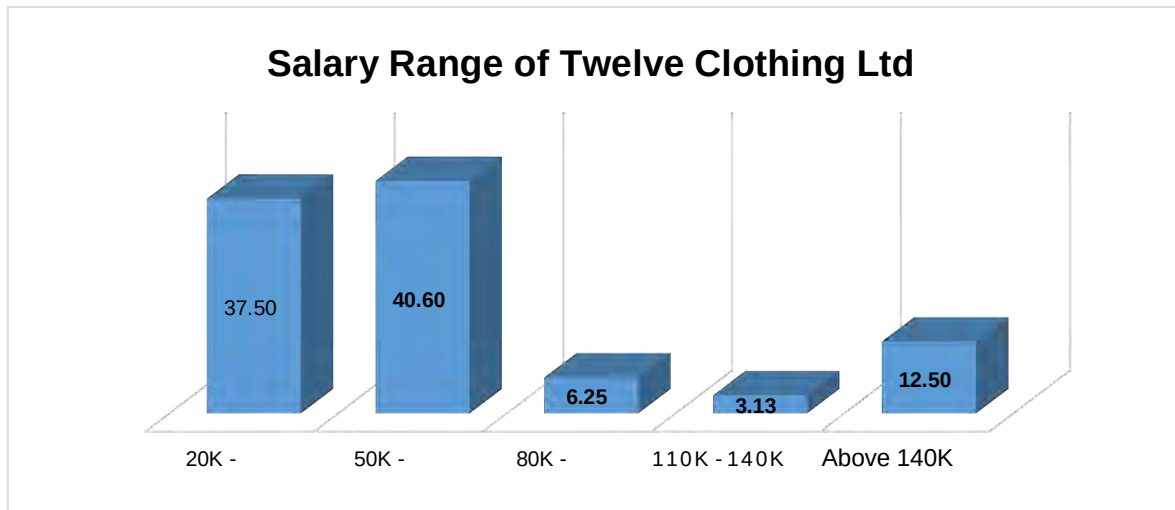
The below bar chart dictates the age ranges of Twelve Clothing Ltd.



Data Interpretation

This chart depicts 50% of working employees are between 30-35 years, which is the highest response. Then, 28.12% respondents were of 25-30 years the second highest response and the lowest response is more that, 3%

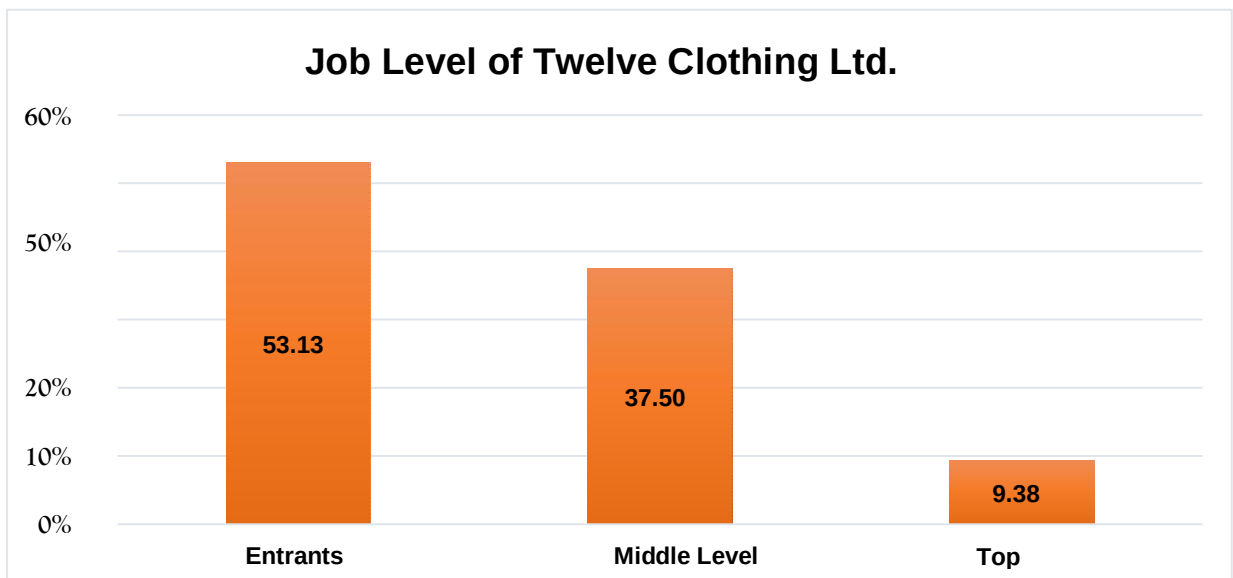
Beneath described bar chart describes salary ranges of Twelve Clothing Ltd -



Data Interpretation

The above chart depicts that. Responders salary ranges mostly fall in 50-80 thousand and the rate is more than 40%. Second highest is in the group of 20-50 thousand and the rate is about 37.50%. very few responses I get from the group of 1 lac 40 thousand's group and the rate is more than 12%

This below mentioned bar chart depicts job level of responders at Twelve Clothing Ltd:

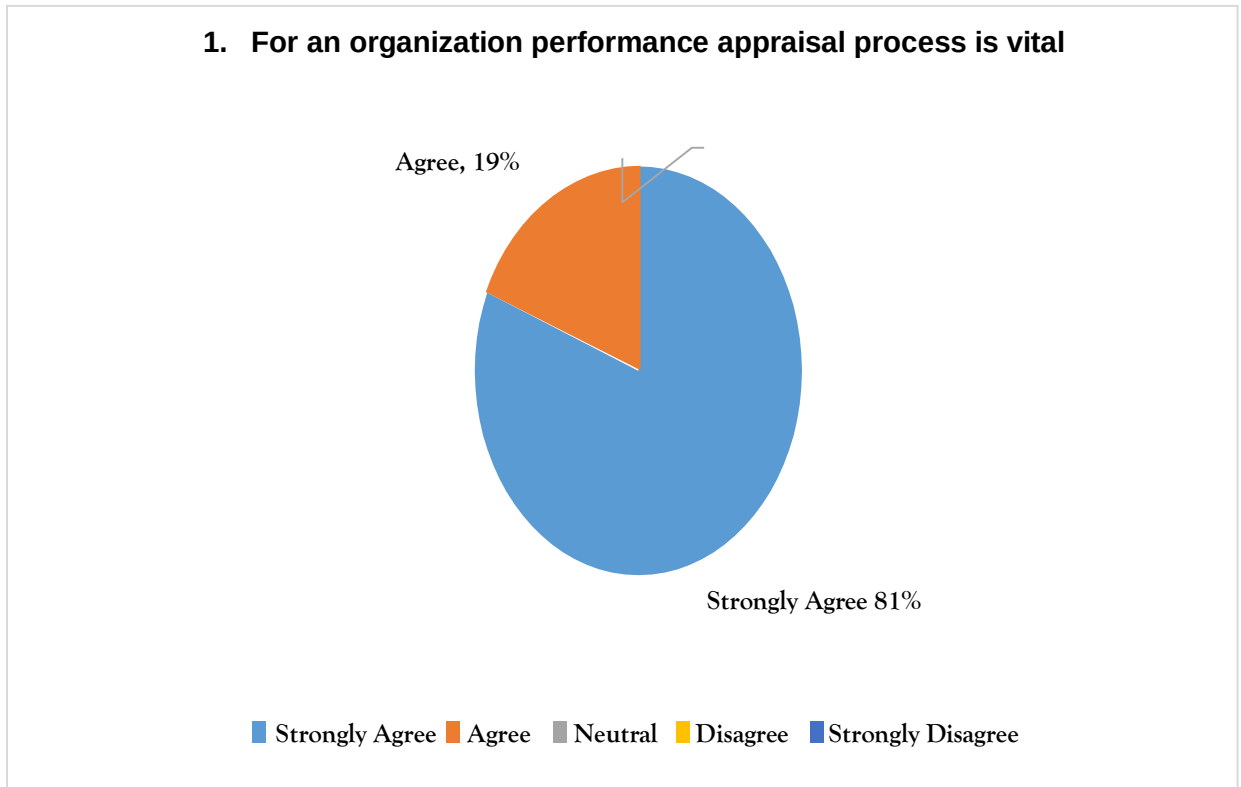


Data Interpretation

More than 50% of employees (53.13%) among the respondents are entrants. More than 37% are from mid-level job position and about 9% is from top-level job position.

4.5.1 Performance Appraisal

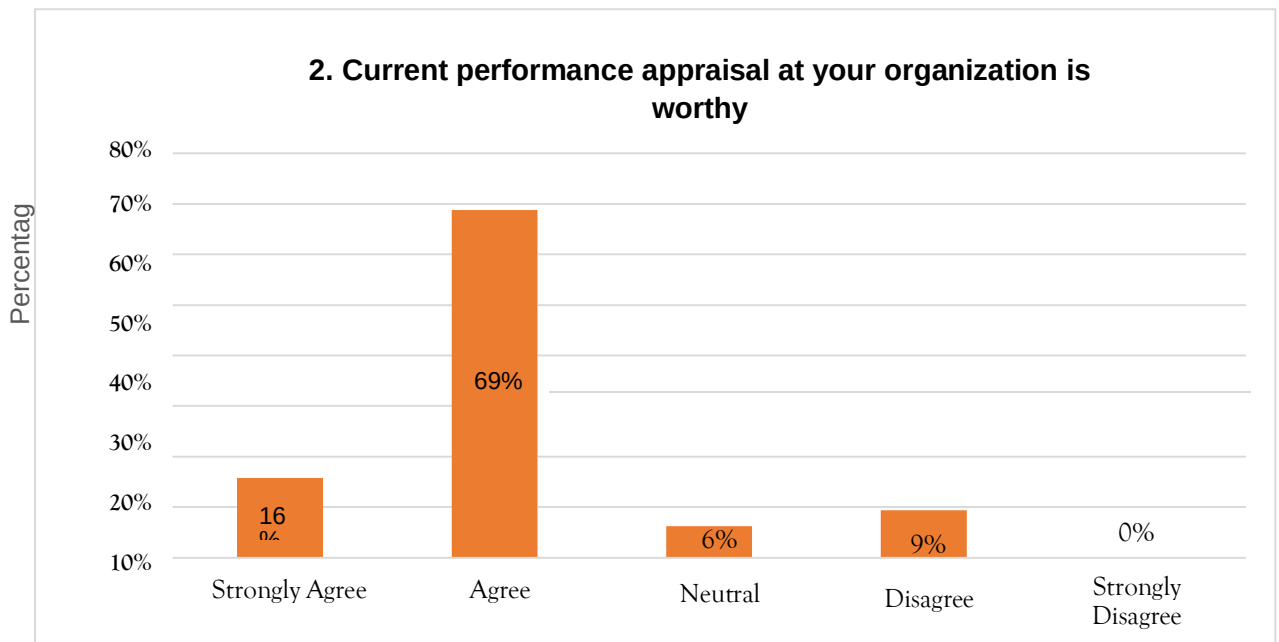
1. For an organization performance appraisal process is vital.



Data Interpretation

To understand in which scale employees of Twelve Clothing Ltd undertaken the performance appraisal I told them to give score where about 81% strongly agree with the opinion. So, every employee stated that PA process is significant. 0% in total respondents are neutral, disagree and strongly disagreed regarding this statement

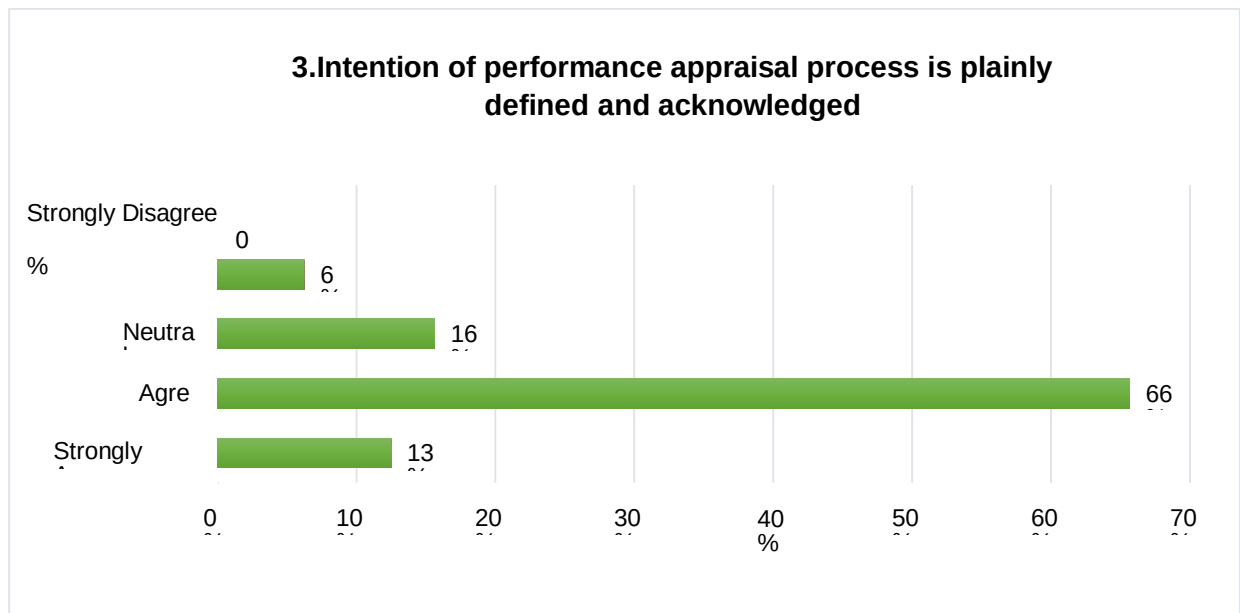
2.Current performance appraisal at your organization is worthy.



Data Interpretation

Most of the responders about 69% thinks that the existing PA process is worthy and they are satisfied of Twelve Clothing Ltd. Very few responders about 9% disagreed with the opinion. This is indicating that, employees of Twelve Clothing Ltd are taking the PA process positively which expressed the efficiency of performance appraisal of Twelve Clothing Ltd. Because if there is no efficiency of PA process then it will lead to less productivity of employees.

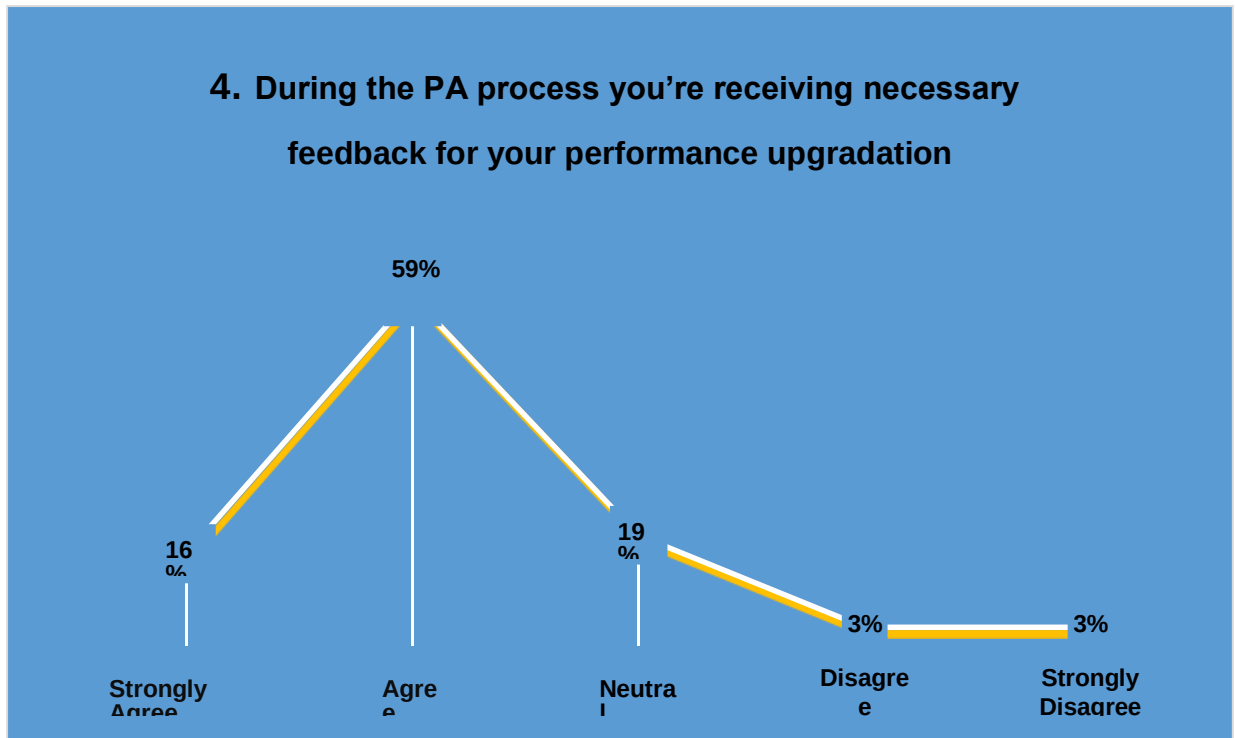
3.Intention of performance appraisal process is plainly defined, and acknowledged



Data Interpretation

About 66% and 13% employees are completely agreed that the intention of performance appraisal plainly defined and acknowledged. The highest responses of agreement dictates that, employees of Twelve Clothing Ltd have a clear understanding about their individual goals, expected behavior from employees and how things will be done. Total 22% of respondents rated neutral (16%) and disagree (6%) which is not an inescapable number. So, Twelve Clothing needs to address the issue try to eliminate that percentage to make sure every employee has lucid idea about performance appraisal.

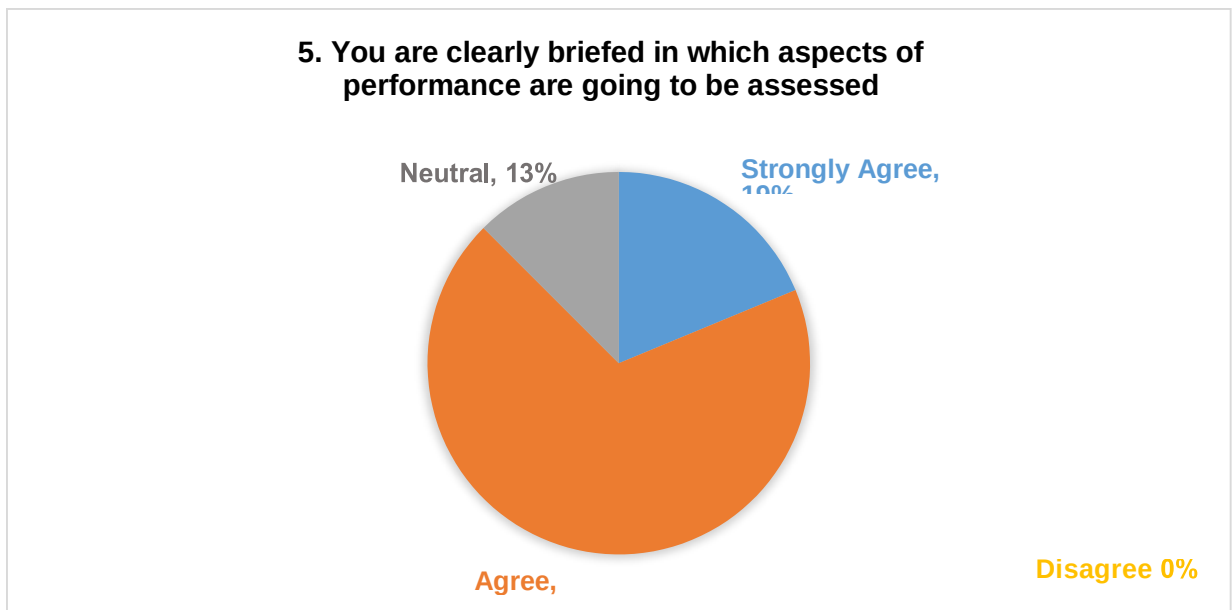
4. During the PA process you're receiving necessary feedback for your performance upgradation.



Data Interpretation

About 19% employees are neutral regarding the statement whereas, 59% employees are agreed that they are receiving necessary feedback on their performance for their upgradation and total 6% employees among 100% respondent disagree with the opinions. Receiving feedback holds notable the whole PA system as it gives an employee a clear picture in which area the need to upgrade themselves accordingly.

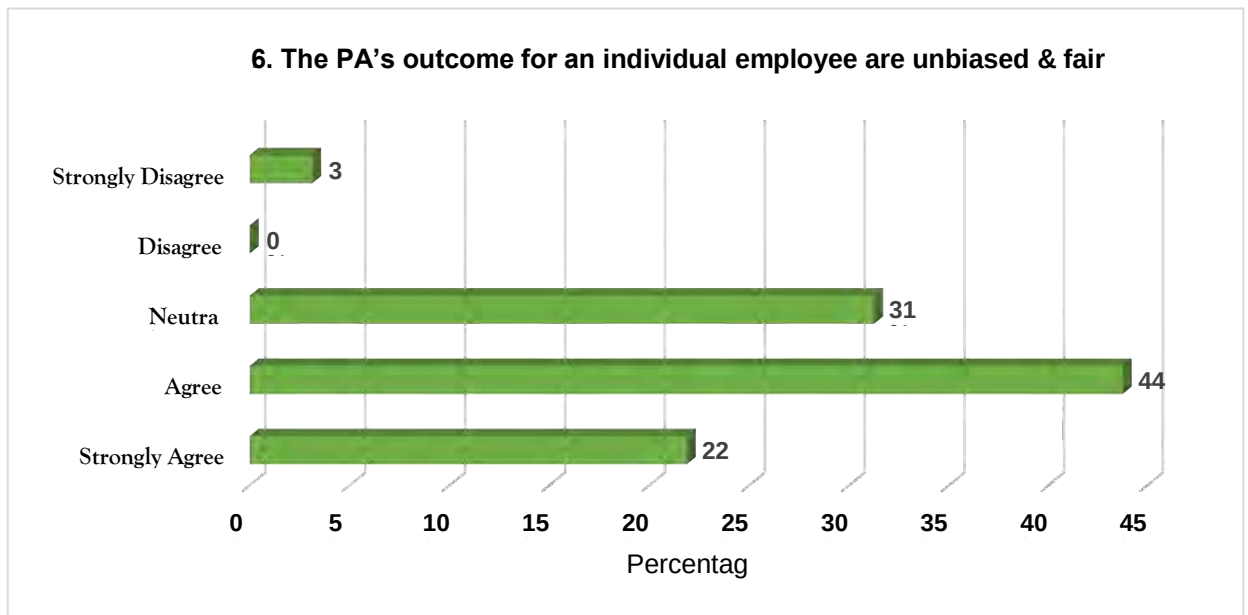
5. You are clearly briefed in which aspects of performance are going to be assessed



Data Interpretation

Among all the respondents almost everyone is agreed with the statement. About 69% respondents agreed and 19% are strongly believe that they are briefed clearly in which aspect their performance is being assessed. Based on some financial and non-financial term, Twelve Clothing's employee performance is evaluated.

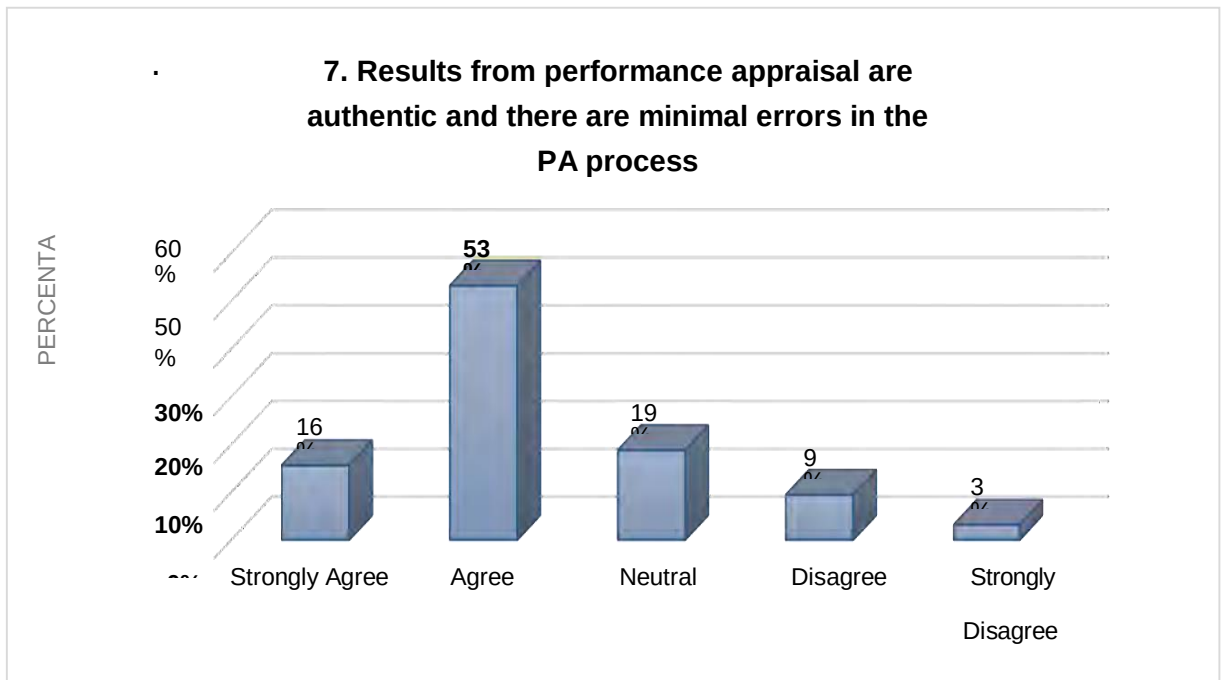
6.The PA's outcome for an individual employee is unbiased & fair



Data Interpretation

About 66% more than half of the responders (44% Agree & 22% Strongly agree) believe the PA process of Twelve Clothing Ltd is unbiased. It reflects that there is a positive vibe in the mind of employees about the PA system of Twelve Clothing Ltd which is very important for Twelve Clothing Ltd. This positive picture is the result of unbiasedness regarding the promotion of an employee, Twelve Clothing Ltd weighted employee's performance from both the supervisor's notion and by others too. 50-50 score is distributed for judging an employee; 50% score is in employee's own supervisor and rest of the 50% is depends on other supervisors.

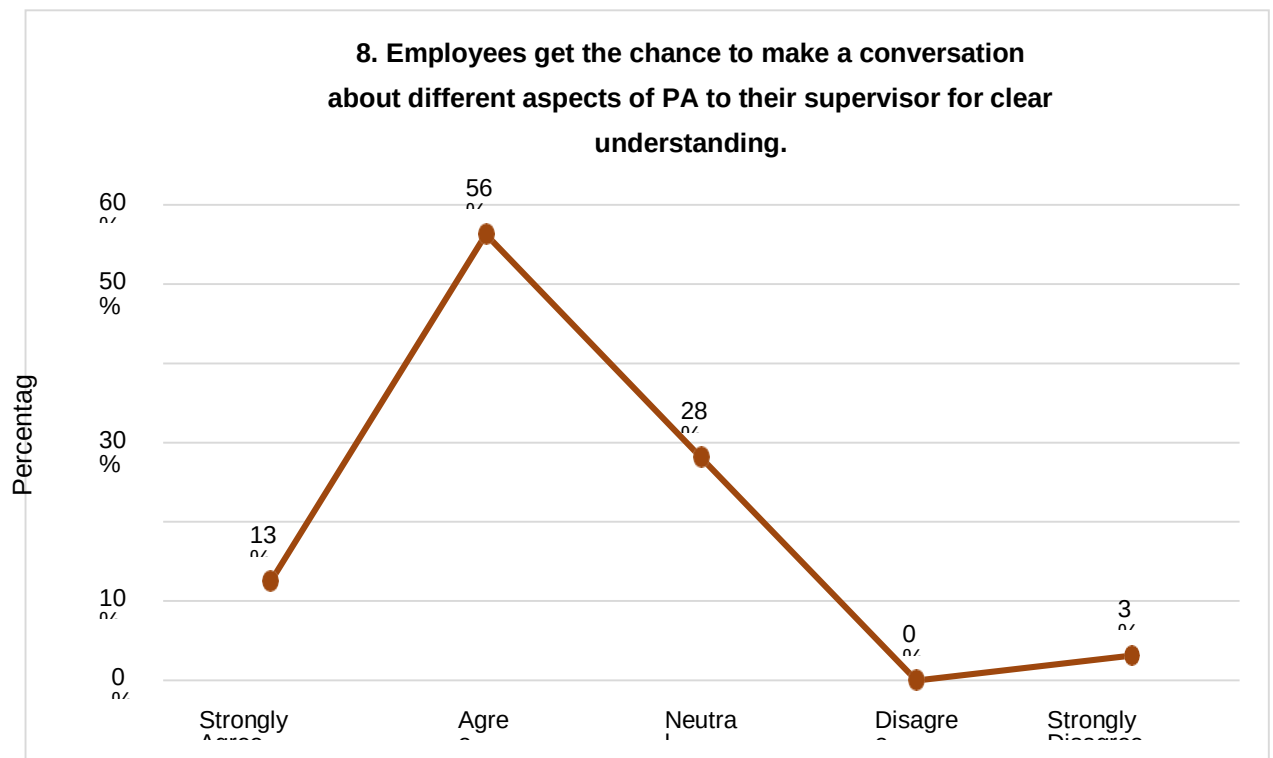
7.Results from performance appraisal are authentic and there are minimal errors in the PA process.



Data Interpretation

PA process should be accurate if organization wants the process be fruitful. About 16%, and 53% employees are agreed which is more than half of the responders that the results from the PA process is authentic and has minimal errors. Since employees has the chance to ask any queries about their evaluation, the responsible person calculated the ratings given by the supervisor with a serious concern.

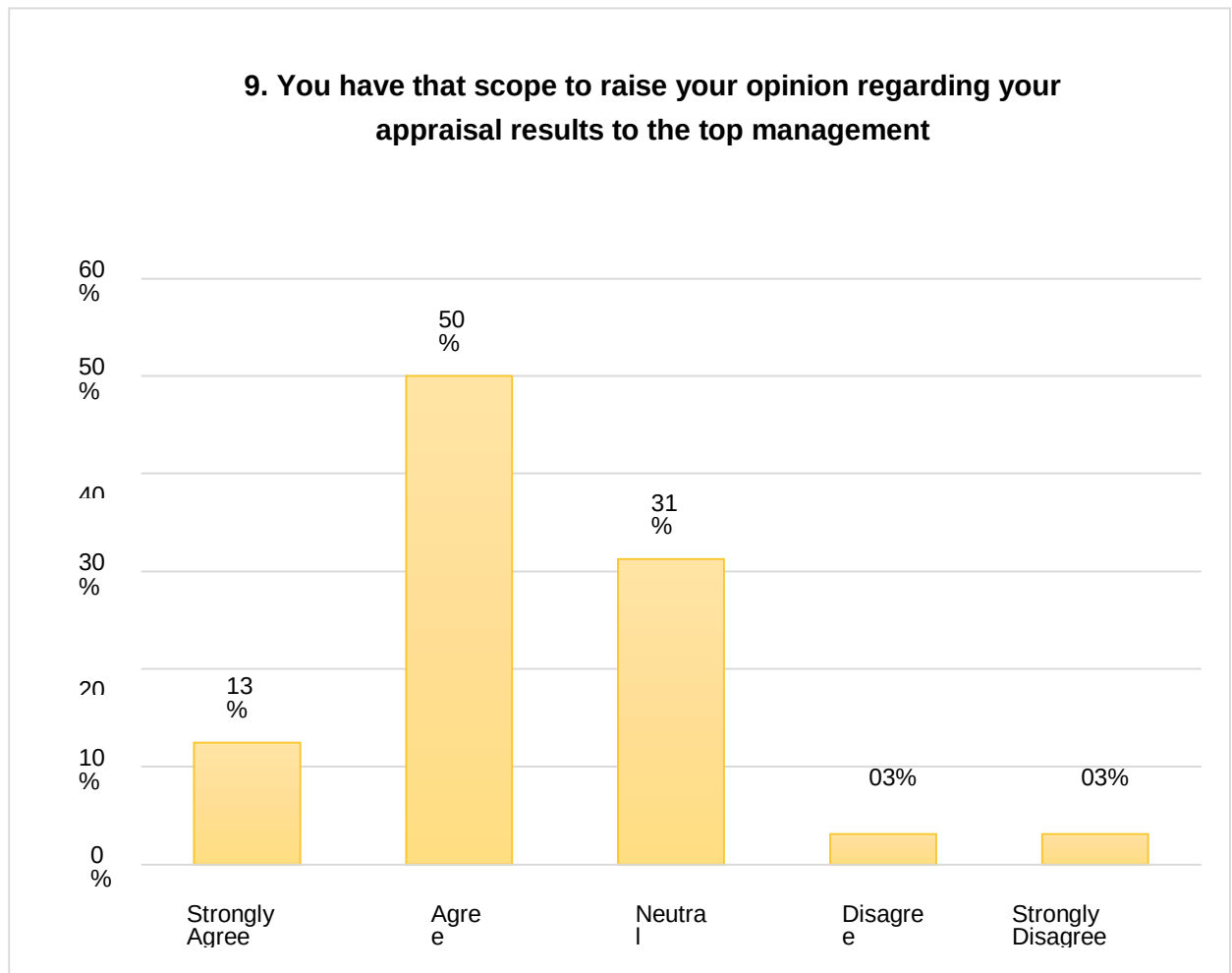
8. Employees get the chance to make a conversation about different aspects of PA to their supervisor for clear understanding.



Data Interpretation

About 56% among total respondents stated they have the scope to talk over on different aspects of PA process to their designated supervisor. Employee and their respective raters sit together and discuss different aspects of performance appraisal. In addition, supervisor directs employee to improve their performance if its low and also give proper explanation about every queries employee asked regarding performance appraisal.

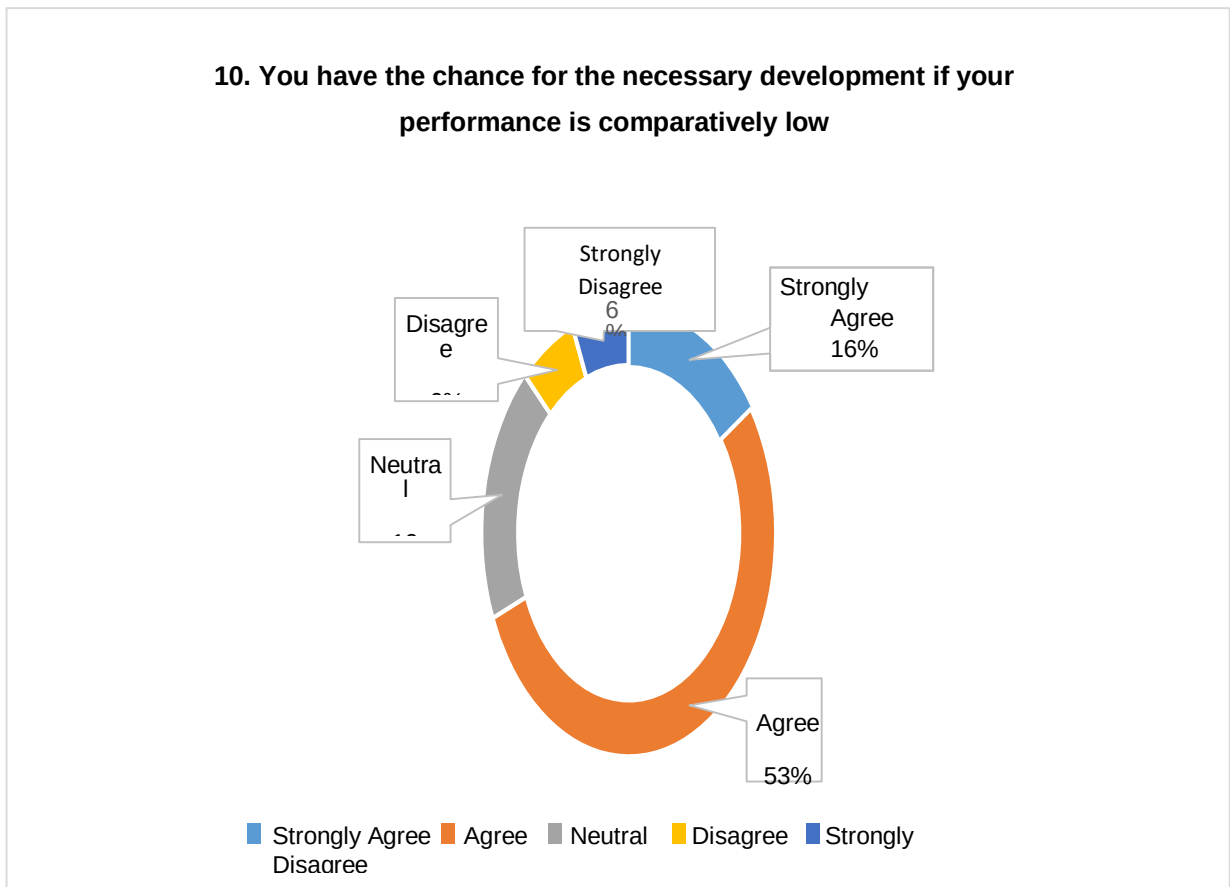
9. You have that scope to raise your opinion regarding your appraisal results to the top management



Data Interpretation

Accurately 63% responders (13% Strongly Agree & 50% Agree) strongly agreed and agreed to the statement that they have enough scope to deliver their statement regarding the PA results. This result happened because all individual employee can express their notions, comments, speech to the management and the management looks after the issue seriously and gives an explanation to the particular employees. Whereas, about only 6% are not agreed with the statement.

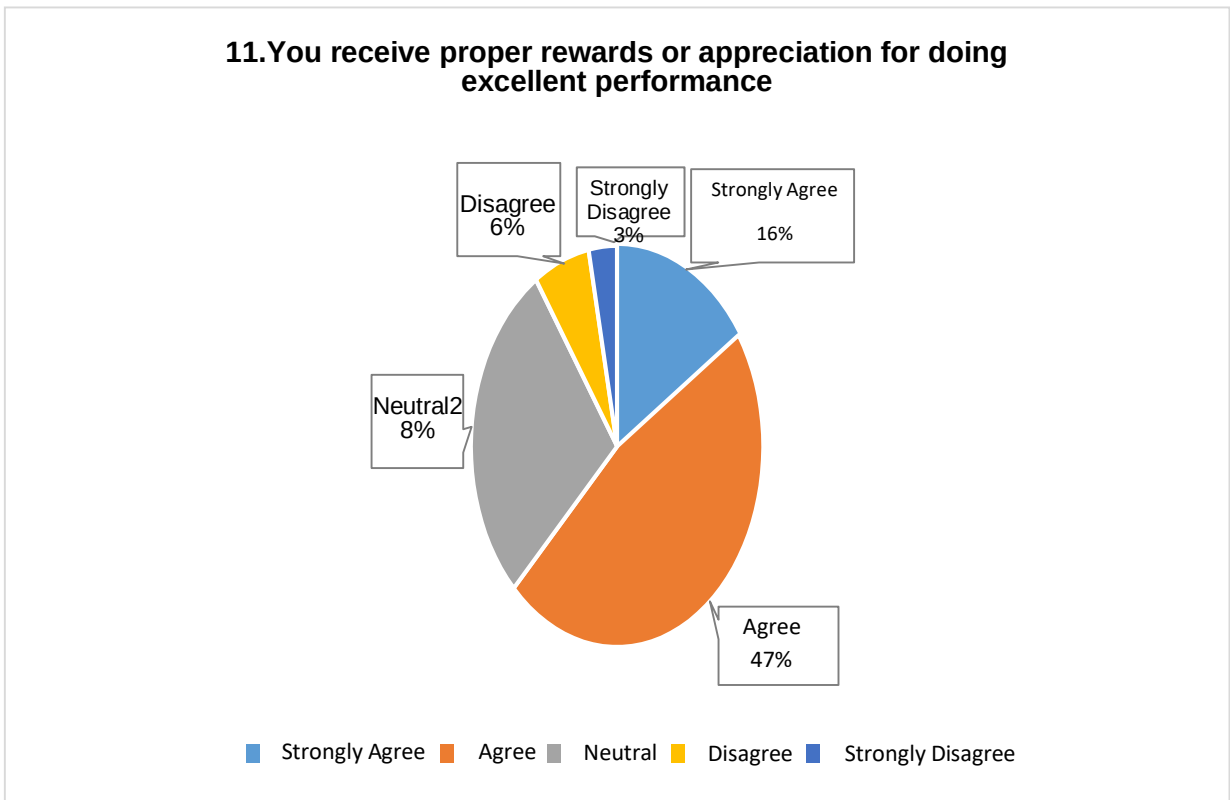
10. You have the chance for the necessary development if your performance is comparatively low.



Data Interpretation

About 53% & 16% respectively agreed and strongly disagreed to the statement that, they have the chance for developing themselves in the case of low performance. **Twelve Clothing Ltd** scheduled different training programs for their employees where not only the employees with less performance but also the employees who expand their knowledge and experiences can also join.

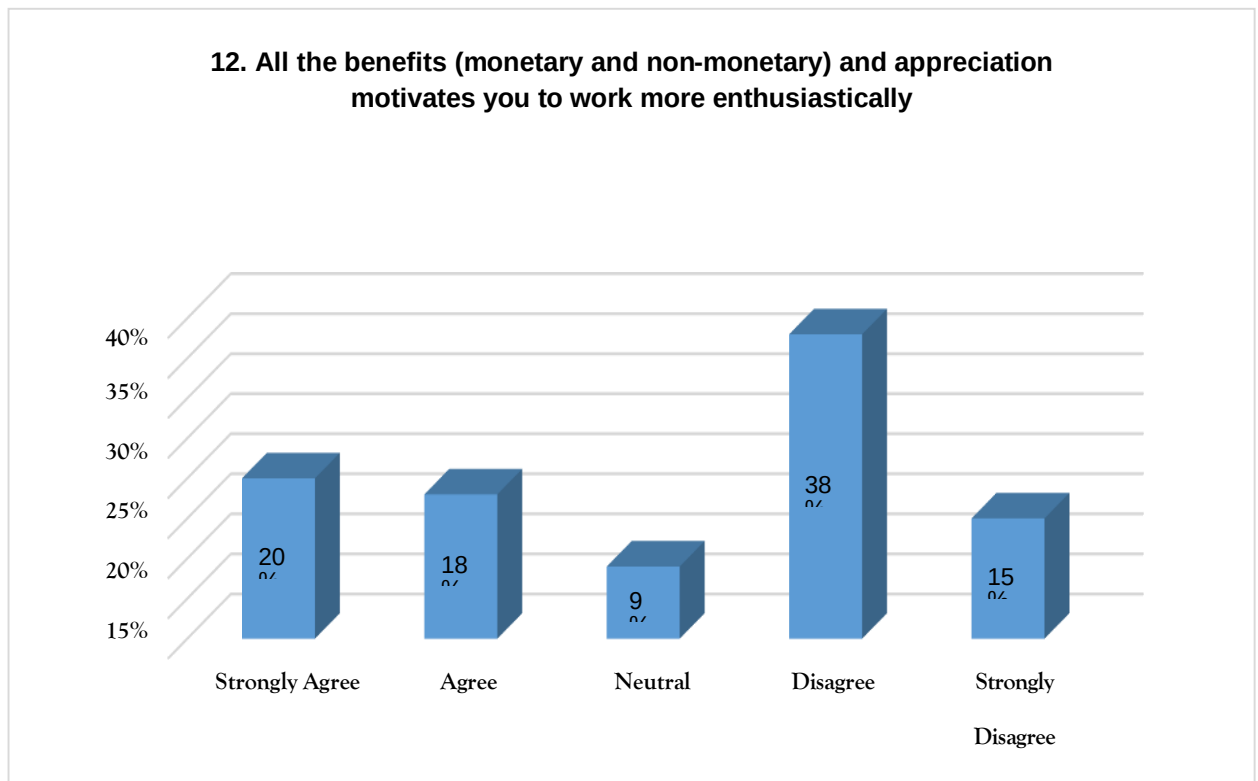
11.You receive proper rewards or appreciation for doing excellent performance.



Data Interpretation

Among the 100% of the responders 63% responders agreed with the given statement where almost half of the respondent (47%) agreed with the statement whereas 28% of the respondent remain neutral. Although percentage of agreed respondent is higher but the not agreed percentage needs to consider, because a handful amount of rewards and proper recognition can light up the employees' motivation and they do high performance and continue it.

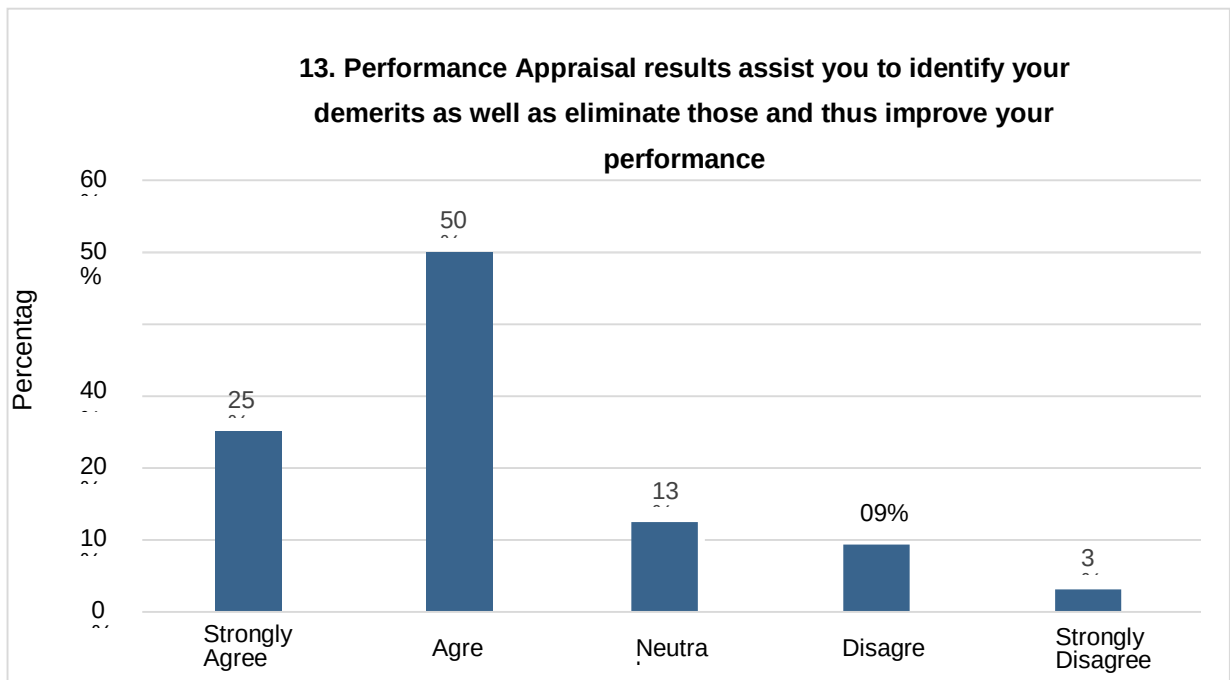
12.All the benefits (monetary and non-monetary) and appreciation motivates you to work more enthusiastically.



Data Interpretation

About 53% of total respondent responded that, rewards/benefits and appreciation given by **Twelve** Clothing doesn't drive them to be more productive. Which state that more about 50% responders are totally disagreed with the statement. Whereas, only 20% are strongly agreed with the statement. This could have been happened because the new entrants might not get enough monetary rewards because their salary does not hike that much Moreover, Twelve's non-monetary benefits are not industry standards compare to others .

13. Performance Appraisal results assist you to identify your demerits as well as eliminate those and thus improve your performance.



Data Interpretation

The main reason for doing performance appraisal is to address employee's demerits and continuously improving the poor areas. About 50% of the responders in total agreed that performance appraisal is meeting its intention and about 12% in total disagreed to the statement. **Twelve** Clothing Ltd address the employee's low performance and provide necessary consultation with proper training to the employees to eliminate the poor areas of an employee.

4.6 Findings from the data

There is no deniable opinion that performance appraisal is most significant aspects Human Resources management and for that so, every organization considers the PA process as a mandatory thing for organization. Twelve clothing ltd puts a lot of time to design and implement the PA process. After come up with all the data that I collect from the various sources (primary & secondary) come with some inescapable opinions that are given below as findings:

- Firstly, Twelve Clothing ltd appraised their employees in some different ways. I collect information from the HR dept. of Twelve Clothing they said that, employees working in a sales department they are like to be evaluated through rating scale method. On the contrary, employees under HR dept. whose work nature cannot be defined through numbers expressed in different ways. For instance, how efficiently the employee has done the task.
- Written record of employees' performance did not keep by the supervisor of twelve clothing ltd. which is a big problem, because while evaluating employees' it's not possible to remember all information about the employee performance and their behavior as well because employees are more than 500+ till now which is enormous.
- All the employees of twelve Clothing ltd believe that PA process is important for them and this positive vibe indicates that the PA process has a huge influence to their performance. This belief is a good expression by the responders that, employees is taken the PA process the impact will be reflected to their performance. We can also see from the analysis that, overall all employees being

happy for the overall process of performance process of Twelve Clothing Ltd as it will increase their productivity.

- From the analysis part, most of the employees (75%) have a plain picture of the PA process whereas, 25% are not aware of the PA process. Twelve Clothing needs to address this issue to make sure that every employee has a clear understanding of the PA process.
- Research dictates that the majority of the employee respond that, they have plain idea on which their performance is validated. A plain idea about performance appraisal is mainly significant for top managers as they are the evaluators of employee performance. From the survey, there were 3 people from top management and they clearly said that have clear knowledge on which basis they are going to evaluate the employee.
- The important issue is that after conducting the PA process responders don't feel any thrive toward their work even after receiving benefits. Motivating employee is one of the major concerns in performance appraisal and without ensuring motivation among the employees PA would not be effective.
- Finally, more than 70% of the respondents agree that they are feting required feedback which helps them to eliminate their weak areas. Also, they are getting adequate number of trainings according to their needs.

In the end, it dictates that, after the PA process done twelves Clothing's performance appraisal meets most of the objectives. Though I can say that, Twelve Clothing's performance appraisal enough effective.

Chapter 5: Recommendation and Conclusion

5.1 Recommendations for improving departmental operations

Twelve Clothing Ltd is a newly opened fashion retail company. For any new corporation, it is tough to retain their potential employee because whenever they get a better offer they will shift and that is why it is vital for new organizations to continuously keep their employees satisfied.

Based on my survey from my notion I suggest some recommendations for the effectiveness of overall PA process of Twelve Clothing Ltd. Which are given below:

- The evaluators who are responsible to evaluate the performance of employees need to note down the information on every employee's performance. So it will be beneficiary to the supervisor to evaluate the employee on the evaluation time. It will help the rater not to overlook the important factors deciding performance evaluations.
- To ease the employee about tracking their performance weekly feedback is required so that they can get the opportunity to improve instantly.
- The raters who evaluate employees should get performance appraisal training so that it will help them to reduce errors.
- Peer review on the PA process needs to be introduced across the company. Usually reviews done by the supervisor/managers which not always be effective. Where in peer review the evaluations are done from various points of view and is also helps those peers to know about the strengths and weaknesses of their colleagues which will result in much more co-operative and productive.

- Another notable thing is that they need to develop the benefits of their institution and also provide adequate rewards to the employee so that the turnover may reduce. It also brings satisfaction among the employees and also they should increase the salary for the new hiring
- In the suggestion part, responders said that the overall PA of twelve Clothing largely depends on a number which should not be. It should be both in numbers and judgment which means the PA process is based on both quantitative and qualitative
- Twelve's authority needs to develop another rating system where subordinates also have the chance to rate their supervisors based on their behaviors.

5.2 Conclusion

The significance of performance appraisal is utterly undeniable for every organization. There are so many variables of performance appraisal and based on these variables the effectiveness of performance appraisal depends largely. Finding out the gaps in the performance of employees and continuously improving them through benefits/rewards, appreciation, and giving constructive feedback are the main objectives of PA and it ensures the effectiveness of the performance appraisal process. Performance appraisal is not only to achieve the organizational goal but also keep the employee satisfied which motivates them to give more to their respected organization.

Twelve Clothing Ltd is a newly incorporated company and for a new venture, performance appraisal plays a vital role for them. This report is made on the assessment of performance appraisal of Twelve Clothing to determine the PA process is effective enough or not. From the analysis, we can say that, overall the PA process of Twelve Clothing is constructive getting its prime objectives but the reward system is not effective enough and due to that, the motivation level of the employee is low. Motivating employee is one of the core features of an effective performance appraisal process. This report also dictates that, employees are satisfied and consider this PA process is effective because employees are getting constructive feedback, the PA process is unbiased, and very few neglectable errors in the process. Moreover, this PA process is taken seriously by the employees of Twelve Clothing Ltd as they have the scope to discuss their evaluation process anonymously.



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Appendix - A:

Individual employees' opinions regarding the performance appraisal process of Twelve Clothing

- 1. What is your age range? Please mention any of the below:**
 - a. 25-30 years
 - b. 30-35 years
 - c. 35-40 years
 - d. 40-45 years
 - e. Above 45 years
- 2. What are your salary ranges? Please mention any of the below:**
 - a. 20-50 thousand
 - b. 50-80 thousand
 - c. 80-110 thousand
 - d. 110-140 thousand
 - e. More than 140 thousand
- 3. What is your job level? Please mention any of the below:**
 - a. Top Management (GM-COO)
 - b. Middle-level management (AM-SM)
 - c. Entrants (JE-SE)



Please, give your opinion (rate) regarding the below statements:

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. For an organization performance appraisal process is vital.					
2. Current performance appraisal at your organization is worthy.					
3. Intention of the performance appraisal process is plainly defined and acknowledged.					
4. During the PA process you're receiving necessary feedback for your performance upgradation.					
5. You are clearly briefed on which aspects of performance are going to be assessed					
6. The PA's outcome for an individual employee is unbiased & fair					
7. Results from performance appraisal are authentic and there are minimal errors in the PA process.					
8. Employees get the chance to make a conversation about different aspects of PA to their supervisor for clear understanding.					
9. You have that scope to raise your opinion regarding your appraisal results to the top management					
10. You have the chance for the necessary development if your performance is comparatively low.					
11. You receive proper rewards or appreciation for doing excellent performance.					
12. All the benefits (monetary and non-monetary) and appreciation motivates you to work more enthusiastically					
13. Performance Appraisal results assist you to identify your demerits as well as eliminate those and thus improve your performance.					