

Internship Report



Submitted to:

PIANA MONSUR MINDIA

Assistant professor

United International University

Prepared by:

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Date of Submission: April 10, 2020

INTERNSHIP REPORT ON

Performance appraisal system of ‘Kazi Food Industries Limited’ (Kazi Farms Group)

Kazi Food Industries Limited

Sister concern of



Kazi Farms Group

LETTER OF TRANSMITTAL

April 10, 2020

To,

Piana Monsur Mindia

Assistant Professor

United International University

Subject: Submission of Internship Report.

Dear Ma'am,

With due respect, I seek to draw your attention that I am submitting my internship report on your given topic 'Performance appraisal system of Kazi Food Industries Limited (Kazi Farms Group)'. This report is prepared based on the practical knowledge which I gathered from working in this organization.

I would like to inform you that, I have given my intense effort to make this report correct and meaningful. There may have some slips in some parts of the report but I expect that you will consider those loopholes. After all, I have followed all of your instructions to prepare this report.

I hope you will be kind enough to receive my internship report.

Sincerely Yours,

Jannatul Nayeem Anita

ID – 111 143 105

ACKNOWLEDGMENT

Firstly, I would like to concede Allah for my sound health & mind to accomplish my internship journey and this report.

Next, I am deeply grateful to my honorable faculty ‘Piana Monsur Mindia’ for her direction. Her instruction, professional route and motivation helped me a lot in preparing this report. After all Her guidance, made my journey a simple one.

Moreover, I would like to thank my supervisor ‘Farah Tanjim’ for her continuous supervision. She is currently working in the ‘Human Resource’ department at ‘Kazi Foods Industries Limited’. Her leadership and direction facilitated me throughout my internship journey.

Furthermore, I would like to convey my thanks to all of my colleagues for their valuable suggestions. Without their suggestion, it would be tough for me to perform my duties and make this report accordingly.

Last but not the least, I appreciate all the employees of ‘Kazi Foods Industries Limited’ for their support during my internship period. Their recommendation has served as the major contributor to the accomplishment of this report.

I am making this report not only for my academic purposes but to also upsurge my knowledge. Thank you again to all who helped me.

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Executive Summary

‘Kazi Farm Group’ is one of the largest productions of the poultry industry in Bangladesh. ‘Kazi Food Industries Limited’ is a current venture of ‘Kazi Farms Group’. Their food portion is doing great day by day. They have good human resource management. They also oversee several aspects of employment. One of them is the performance appraisal system of the employees. In this scheme, they analyze the employee's job performance and overall contribution to their company. They have assigned a dedicated team for that who always tries to evaluate the performance of the employees without any kind of mistakes. Moreover, they try hard to maintain this flow over the years for the betterment of the employees as well as the company which is one of the critical and major activities of ‘Kazi Food Industries Limited’.

This report is mainly based on the ‘performance appraisal system of ‘Kazi Food Industries Limited’ (Kazi Farms Group). The key objective of this report is how ‘Kazi Food Industries Limited’ evaluate and documented the performances of their employees. On the other hand, for enhancing work quality, output and efficiency how they judge their employees through this process. The overall process is defined in this report very clearly.

The report consists of five chapters. They are respectively introduction of the report, introduction of the organization, discussion of the HR function, analysis and findings and lastly recommendations and conclusions. In the introduction part it has origin/background, scope, objectives (primary and secondary objectives), methodology and limitations. In the introduction of the organization it has history, mission, vision, value statement, product/services and overall organizational structure of the company. The report also has a bibliography (APA format) and appendix section in the last. All of the segments are described as visibly and expressively in the whole report.

After all, two types of data are used for making this report. One is primary data and the other is secondary data. The primary data are collected from observation, interviews and surveys. On the other hand, secondary data are collected from various kinds of websites, articles, books, etc.

Chapter: 01

(Introduction of The Report)

1.1 Origin/Background

In today's world, everyone's business wants sustainable growth. They want to ensure profit maximization to foster the productivity of people and resources. Employees play a vital role here. Proper workforces can make a business sustainable in the long run. On the other hand, if the workforce is not appropriate then it can lead a business to fail. For ensuring this, there should have a virtuous performance appraisal system. So, an effective performance appraisal system is very necessary for every business. Many businesses fail because of underestimating this thing. That's why I focus on the topic that is, 'Performance appraisal system of 'Kazi Food Industries Limited' (Kazi Farms Group). In this report I emphasis on performance appraisal system of this organization which includes, assessing the current performance appraisal system, recognizing the goals of the organization through employee's performance, the performance prospects that organization wants from them, administrations guidelines for providing the feedback, their disciplinary or termination procedures for the employees, etc. Subsequently I want to express the whole process of 'Kazi Food Industries' performance appraisal system over the years. For getting the best result, I work with the HR department of 'Kazi Food Industries' and surveyed it in my internship period.

1.2 Scope

There are many scopes for this study as I did intern in 'Kazi Food Industries Limited' for three months (January-1 to April-1). I got the chance to observe directly their performance appraisal system and surveyed better understanding. As I have some bookish knowledge in this sector so it was a great chance for me to enhance it through practical knowledge here. Moreover, their website and other materials give me many possibilities for this learning.

1.3 Objectives

Objectives required what my inquiry is trying to achieve. Objectives can meet an organization to its expected destination where they want to hit their goals. An objective gives the answers to ‘how to do it’.

The report covers two objectives. They are given below-

- ✚ Primary objective &
- ✚ Secondary objective

Primary objective:

The primary objective is important because it describes what research mainly wants to accomplish. The primary objective of my research is to find the impact of the performance appraisal system. For this, I have to know in detail the full process of the performance appraisal system of ‘Kazi Food Industries Limited (Kazi Farm Group)’ comprising the method they use, their roles, responsibilities of HR, policies, etc.

Secondary objective:

To meet the primary objective a day to day objective is very much significant. The secondary objective makes direct support to meet the organization's primary objective. The secondary objectives of my research are given below:

- ✓ To learn the structure of the performance appraisal process
- ✓ To find out that, performance appraisal system helps employees to set and achieve meaningful goals or not
- ✓ Identify that, employees are motivated with the system or not
- ✓ To detect the management attitude towards performance appraisal
- ✓ To know about the measures are taken for further financial growth and development of the employees or not
- ✓ To know about the attrition volume after the performance appraisal
- ✓ Find out whether employees are enjoying their responsibilities given by the department or not

- ✓ Categorize ‘Kazi Food Industries Limited’s’ loopholes and find out the way to remove those

1.4 Methodology

Methodology refers to how the data is collected, analyzed as well as the whole method of the inquiry. This report is equipped in a detailed and methodical way. I have used some significant methods for preparing this report.

I used quantitative questions for the survey. 15 questions were given to the 30 upper-level employees of ‘Kazi Food Industries Limited’ who have substantial knowledge about the performance appraisal system. I selected both males and females for this assessment. I collected data from 4 types of age groups. They are 25-35, 36-45, 46-55 and 56 and above. On the other hand, the self-administrative questionnaire method is very much effective for the survey. In this method the questions are filled up by the respondent. So, I used this for my inquiry.

Moreover, I used the cross selection time horizon for the survey as it takes less time.

1.5 Limitations

While directing the research I have found some limitations. The limitations of the study are given below:

- The sample size is very small for the research. For this, it may not apply to the overall organizations.
- If the respondent feels uncomfortable to answer, then they may not give the exact reply to those questions which can lead to ascertain the research wrong.
- Though the sample expresses the performance appraisal system information’s of ‘Kazi Food Industries Limited’ but it did not cover the whole system because of some boundaries.
- The research is being conducted by a specific method. Other methods may give some sort of different results.

- Time is a big factor here. The survey and other aspects are completed within a short period. That's why there may have some errors.
- The report is being prepared through the data of a limited age grouped. On the other hand, I also used some secondary data. So, the assumption can be mistaken in some trials.
- Every organization has some confidential issues as well it goes with 'Kazi Food Industries Limited' also. Because of those confidential issues, the responses can be inaccurate.

I tried to collect the data accurately for the best result. I was enough careful for the whole process. There can be some errors. But I think the overall process is going to give us some good results of 'Kazi Food Industries Limited'.

Chapter: 02

(Introduction of The Organizations)

2.1 History

‘Kazi Farm Group’ was founded in 1996. Though it is a poultry industry, it has recently created a new scheme which is ‘Kazi Food Industries Limited’. The owner is ‘Kazi Zahedul Hasan’. The overall group has almost 10,000 employees. They have more than 150 outlets all over Bangladesh. The office is located at ‘Dhanmondi’. Moreover, it has other sister companies. ‘Kazi Media Limited’ and ‘Sysnova Systems Limited’ are two of their great sister concerns. ‘Kazi Media Limited’ began broadcasting in 2015. ‘Sysnova Systems Limited’ serves enterprise resource software for various companies in Bangladesh.

‘Bellissimo’ and ‘ZanNzee’ is being produced and sold by the ‘Kazi Food Industries Limited’. The factory is located in ‘Beron, Ashulia’. The ice creams are made with a minimum of 10% milkfat which is an international standard under the brand ‘Bellissimo’. That’s why their ice creams are considered as premium dairy ice cream. On the other hand, their frozen food is very popular among the mass people because the meat is assured to be produced from chickens raised on feed not having MBM (meat and bone meal) which is the European standard. During their food preparation, they do not use any kind of chemical. Infact, their meat products are also guaranteed to be MSG and nitrate-free. So, ‘Kazi Food Industries Limited’ is operating in a very honest way to their customers.

The primary sector of this firm is food and beverage. The food sector is operating as a subsidiary of ‘Kazi Farms Group’. Mainly this company is largely involved in the manufacture and supply of ice cream as well as frozen chicken and meat products.

2.2 Mission, Vision, Value Statement

The overall group has some health promises which are, 1) Vegetable-fed chickens, 2) No harmful preservatives, 3) No antibiotic residue and 4) no tasting salt. Besides, it has mission, vision and value statement which are given below:

Mission Statement:

A mission statement reflects the future thinking of a company. The mission statement of this group clearly stated the purpose of their business and the goals which are:

- ❖ Customer satisfaction through the high quality of products.
- ❖ Ensure the growth of the employees as well as improving their working life.
- ❖ To produce safe and healthy products for customer's vigorous lifestyle.
- ❖ Meet the expectations of stakeholders and society for establishing a supreme community.
- ❖ Responding to the environment as it has a great impact on us.
- ❖ Developing a motivated team of experts to improve the further excellence of all the products.

Vision Statement:

A vision statement is the anchor point of any deliberate plan. A vision statement is very important for ensuring all decisions to achieve the organization's long term goal.

The vision statement of this organization is given below:

As poultry farms are a great source of food so the vision is to generate income by producing safe food which can lead to more prosperous Bangladesh.

Value Statement:

The beliefs and principles of an organization are stated with its value statement. 'Kazi Food Industries Limited' has some value statement which enables their employees to understand the beliefs and principles of their organizations. Their value statement also gives the knowledge of their employees about the perspective on any kind of ethical complications. The value statement is given below:

- ❖ Kazi group is always respectful towards every employee who is working with them.
- ❖ They are committed to ensuring the equality between all of their stakeholders along with their workforces.
- ❖ They ensure the benefits and overall growth of all of their employees according to the company policy.
- ❖ They try for excellence through continuous developments.
- ❖ They are dedicated to different culture of teamwork and collaboration.
- ❖ They provide long term direction for achieving personal goals also.

2.3 Product/Services

‘Kazi Food Industries’ have a wide range of products within a short period as they are operating in the market very successfully recently. Some of their major product segments are:

- Bellissimo ice cream
- ZaNzee ice cream and ice lollies
- Frozen food products
-

Bellissimo ice cream:

Their ‘Bellissimo’ ice cream segment creates international standard ice cream. These ice creams are rich, creamy, dense and flavorful. Real ingredients and real milk fat make those special for the customers. Most of the unique collection of ice creams can be easily found in their ice cream segment. Different textures give their products a unique look. They have a classic ice cream collection like ‘Vanilla’. Moreover, they have different types of butter chocolate, almond, and banana chocolate walnut also.



Some of their well-known ice creams are:

 Litre Container, Cup (100 ml) and Tub (500 ml)-

- Premium Vanilla
- Premium Chocolate
- Premium Strawberry and
- Premium Mango

 Stick-

- Supremo Bianco
- Supremo Nano Strawberry
- Supremo Nano Chocolate
- Supremo Nano Vanilla
- Supremo Strawberry
- Supremo Chocolate and
- Supremo Vanilla

 Cone-

- Perfetto Vanilla
- Perfetto Strawberry
- Perfetto chocolate

 Bellissimo Creations-

- Cookies and Cream
- Stracciatella
- Mint Chocolate Chip
- Butterscotch Caramel Almond
- Mango Ripple
- Honey Almond
- Strawberry Ripple
- Vanilla Chocolate Almond Crunch
- Chocolate with Chocolate Ripple
- Bellissimo Mocha
- Vanilla Caramel Ripple
- Classic Mango
- Mango Sorbet
- Vanilla Chocolate Chip
- Coffee Chocolate Chip
- Vanilla Chocolate Brownie
- Dark Chocolate Chip
- Classic Vanilla

 Ice Crem Log-

- Fantastic

ZaNZee ice cream:

ZaNZee is created to serve its customers delicious and fun ice creams like lollies, cone, malai ice cream, etc. They are giving these ice creams at a very affordable price so that the ice cream lovers of 'Bangladesh' can fulfill their wants.



Some of ZaNZee popular ice creams are:

- ZaNZee bar ice cream
- ZaNZee Shahi Malai ice cream
- ZaNZee cone ice cream
- ZaNZee Vanilla ice cream
- ZaNZee lemon, orange and mango lolly ice cream
- ZaNZee Triple Rocker cake ice cream etc.

Frozen food products:

'Kazi Food Industries Limited' assists their frozen food products to their customers to maintain a healthy lifestyle. They are fulfilling these needs which makes customers' life easy as the products are ready-made. No harmful elements are presents in their products to ensure customers' good lifespan. All of their products are prepared with chickens which are completely vegetable-fed and tested in their laboratory. After all, they are very much enthusiastic about providing each family with mouthwatering and strong food products.



Some of their popular frozen food items are given below:

- Chicken Teasers
- Spicy/Normal chicken sausage
- Chicken nuggets (Kids)
- Spicy/Normal Chicken Meatballs
- Crispy Shrimp
- Vegetable Singara/Samosa
- Aloo/Daal Puri
- Chicken Keema/Plain Paratha
- French Fries
- Filo Pastry etc.

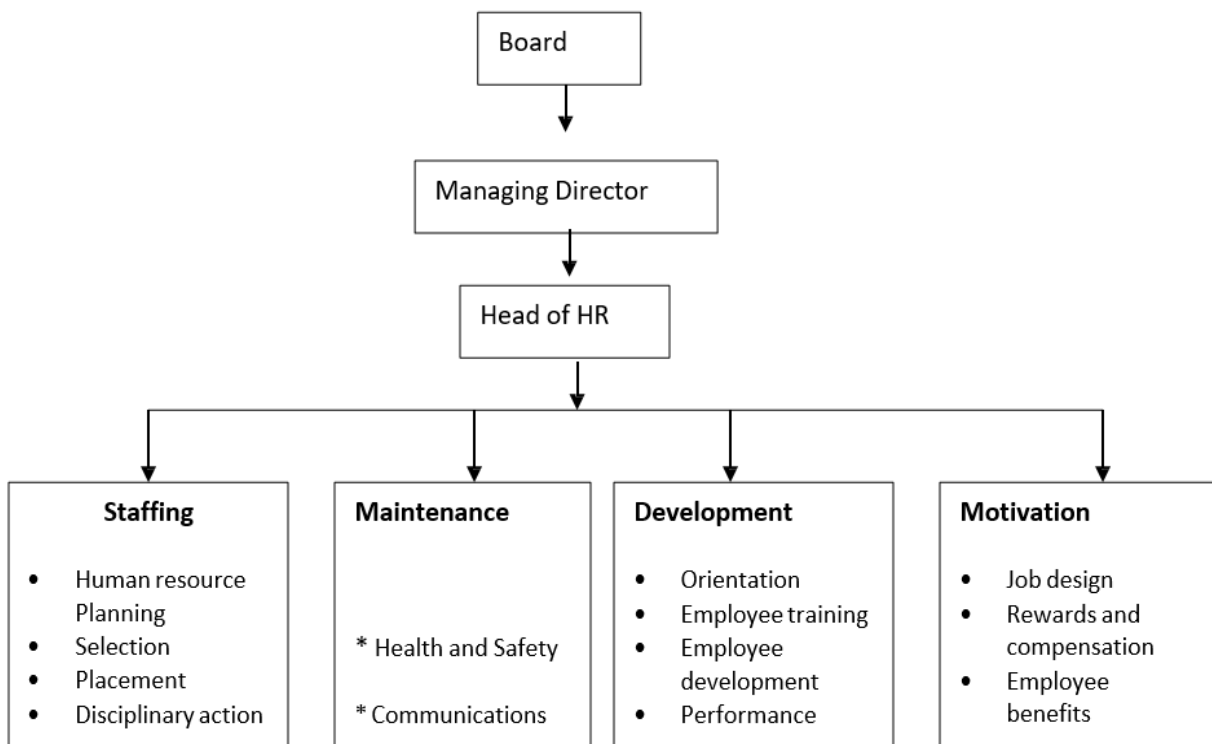
2.4 Organization Structure

The organizational structure of ‘Kazi Food Industries Limited’ helps to guide all the employees. The workflow and official reporting relationships are lying through the organization structure in here.

To grow a business and profitable organizational structure have a great impact. A bad organizational structure impairs business performances. It can also destroy a business. That’s why ‘Kazi Food Industries Limited’ have always been careful about their organizational structure. Their structure clarifies clearly about who is to do, what takes and who is accountable for what results, to remove difficulties to performance caused by misunderstanding and

uncertainty of duty and to furnish decision-making and communications networks imitating and supporting initiative objectives.

The organizational structure of ‘Kazi Food Industries Limited’ is given below:



The given chart shows how a discipline is their structure. On the top, the board makes the top decisions that are circulated to the entire organization. Then, managing director and after that head of HR maintains the program. Staffing, Maintenance, development and motivation are the sectors that have many subdivisions. Each of the divisions monitors their underlying works and if any problem occurs then it has been solved by their upper supervision. So, the whole thing is running through a proper workforce with appropriate directions.

Chapter: 03

**(Discussion of HR Function of The
‘Kazi Food Industries Limited’)**

Discussion of the HR function of ‘Kazi Food Industries Limited’

Performance appraisal system:

Employee's performance gives us the overall assessment of how the firm is performing. Employee's duties and responsibilities are distinct through their performance. On the other hand, the performance appraisal system helps employees for self-development.

‘Kazi Food Industries Limited’ have a structural process of their performance appraisal system. They keep the record of each of the employees about their performance and according to this they identify the performers whether it is satisfying or not. They also show the path of the improvements. If the performance is satisfying then they give promotions, transfer, reward, bonus, etc. to those employees and if their performance is not satisfying then management decides whether to keep them hoping for upgrading or let them go. But ‘Kazi Food Industries Limited’ always wants to keep their employees unless there is no chance for any progress.

Performance appraisal method:

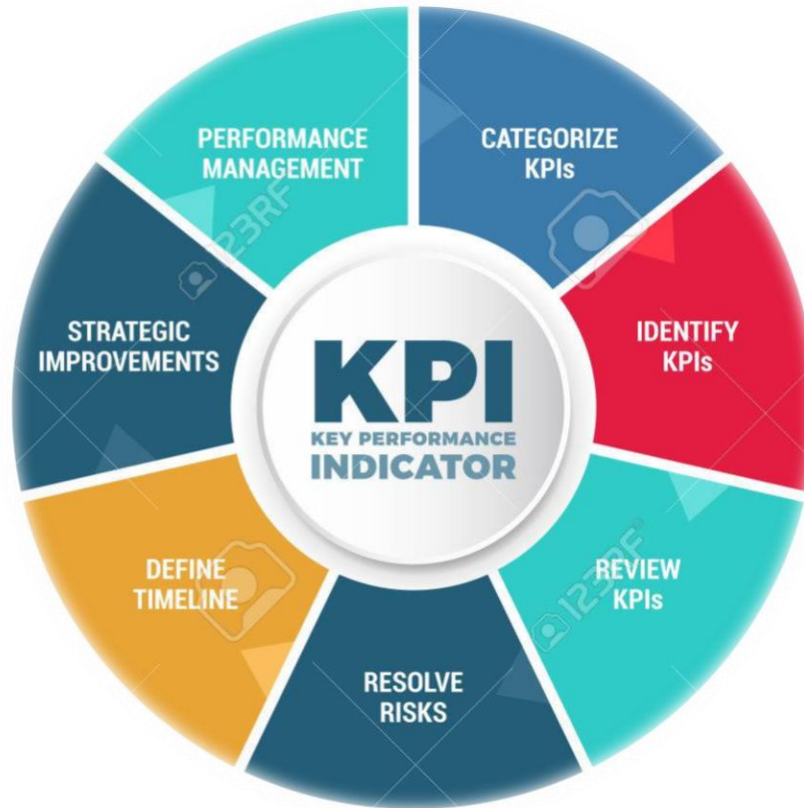
‘Kazi Food Industries Limited’ have a systematical and super active performance appraisal method named ‘KPI’. The full abbreviation of ‘KPI’ is a ‘key performance indicator’. In the ‘KPI’ method it has 7 steps.

The steps are:

- ✓ Categorize KPI's
- ✓ Identify KPI's
- ✓ Review KPI's
- ✓ Resolve Risk
- ✓ Define Timeline
- ✓ Strategic Improvements
- ✓ Performance Management

All the steps are maintaining properly during a certain period.

The whole course is shown through the below diagram:



The performance is being evaluated twice a year through this process. The overall system is completed in the June-July session.

The responsibilities of HR management:

The crucial responsibilities are:

- The performance appraisal system is formed and designed by the HR management team.
- HR managers have to ensure all of the processes within a specific time.
- The whole system should be transparent and understandable to all of the employees.
- The process is completely being true and fair. No biasness should not hamper the process. Moreover, the process has to be rational for all the employees.
- After the evaluation it is the responsibility of the HR manager to handover the appraisal letter to the employees. The report should also be reviewed to the employees.

- HR managers have to ensure the deserving candidate with appropriate rewards. On the other hand, the undeserved candidate should know about what the organization has decided for them.
- Lastly, the opinion of the employees is to be taken about the whole process. Because a good performance appraisal system allows the employees to share their feedback. So, the HR team should take the initiative for this by ensuring the fact that, the employee's individuality will remain confidential.

The performance standard of ‘Kazi Food Industries Limited’:

For the evaluation, ‘Kazi Food Industries Limited’ have 2 types of the assessment system. They are:

-  Behavioral performance system
-  Functional performance system

Both of the assessment have 6 levels of scale to evaluate the performance. They are:

1. Exceeds Expectations (EE)
2. Fully meets Expectations (FME)
3. Expectation Met (ME)
4. Partially Fulfilled Expectations (PME)
5. Requires Significance Improvement (RSI)
6. Does Not Meet Expectations (DMI)

Each level contains numerical numbers. The highest number is 5 and the lowest is 0. From the top-level the number ranges are respectively, for 1-(4.8-5.00), 2-(4.0-4.7), 3-(3.0-3.9), 4-(2.0-2.9), 5-(1.0-1.9) and 6-(0).

For the top 5 levels, the organization gives incentives and promotions. On the other hand, for the last level the organization did not give any incentives or promotions as the expectation does not meet. Moreover, in this level the organization decides rather give the employees a chance or not to perform the duty.

Performance evaluation policy of ‘Kazi Food Industries Limited’:

The organization evaluates the performance based on employee’s knowledge, skill, punctuality, adaptability, etc. For this, the HR management needed to know about some important questions. They pay attention to the employees to figure out these questions:

1. Is the assigned work completed suitably in the given time?
2. Is the target fulfilled?
3. What are the challenges faced by him/her and how he/she solved it? Was the process right?
4. Are there any other ways to complete the assigned work more effectively/efficiently?
5. What is the goal for the upcoming year?
6. What position he/she deserves next?
7. Is there any room for improvement?
8. Is he/she being good at teamwork?
9. Is he/she being comfortable with the organization culture/
10. Is anything going wrong during the work period?
11. What is the biggest achievement during work?
12. What are his/her expectations?
13. Is there anything that he/she wants to share with us? (Can be positive, negative or both)

The performance evaluation carried out with the ‘PAS’ format. The answers give the management whether the employee is cable or not for a suitable position. The answers also measure the gaps of the employees. The gaps help to make further development programs for them.

The process to complete the evaluation form:

In the evaluation procedure, there is a form named performance evaluation form. The form contains four pages. On the first page, the performance appraisal year of employees is mentioned. Then the certain information's are mentioned:

- ✓ Name of the person who evaluates with details
- ✓ His/her designation
- ✓ Candidate personal information like name, age, sex, etc.
- ✓ His/her current designation
- ✓ Date of last promotion
- ✓ Candidate expectations

After this, the management has to complete some sections. In the section 'A' the earnings of the candidate are mentioned and the specific earnings that the management decided to give him/her are also given for the particular positions. But if section 'A' is not accomplished then section 'B' should be completed where the various factors are described particularly. Section 'B' can be ignored if section 'A' meets the requirements. Then section 'C' is to be completed by providing some points about the quality of the result.

After finishing the first page, the second page should be finished which is the main to complete the assessment. Here, knowledge and behavioral skills are being tested. Employees have to answer almost 15 questions for showing their capabilities. After answering, the section 'C' is completed. Then page 3 started for section 'D', the assessor finds the two major areas which need to be devolved. They are behavioral competence and knowledge. There is a table which is to be filled with the right information. In the section 'E' the comments are given from the supervisor or by the line manager. This contains the performance evaluation as well as the summary of the candidates. Then the section 'F' comprises the candidate opinion and his/her professional willingness of doing the job in a particular position. If the answer goes with the manager, then the agreement will be signed. But if it will not be going with the manager then it will be sent to the MD and the MD's decision will be final for the contract. In the section 'G', there will be a box which is about the annual growth that the candidate will receive before the next

evaluation. Then page 4 started which is optional. In section ‘H’ there will be some space where candidates can challenge the overall process. If the candidate thinks the evaluation has done with any kind of unfair means, then he/she should write in there. Then appropriate measures should be taken for that. On the other hand, if the candidate thinks the process is fair then he/she can remain the space black. But without the challenging candidate can also write anything in this section. After that, the whole process of the evaluation form is completed and ready to explain.

Performance categories:

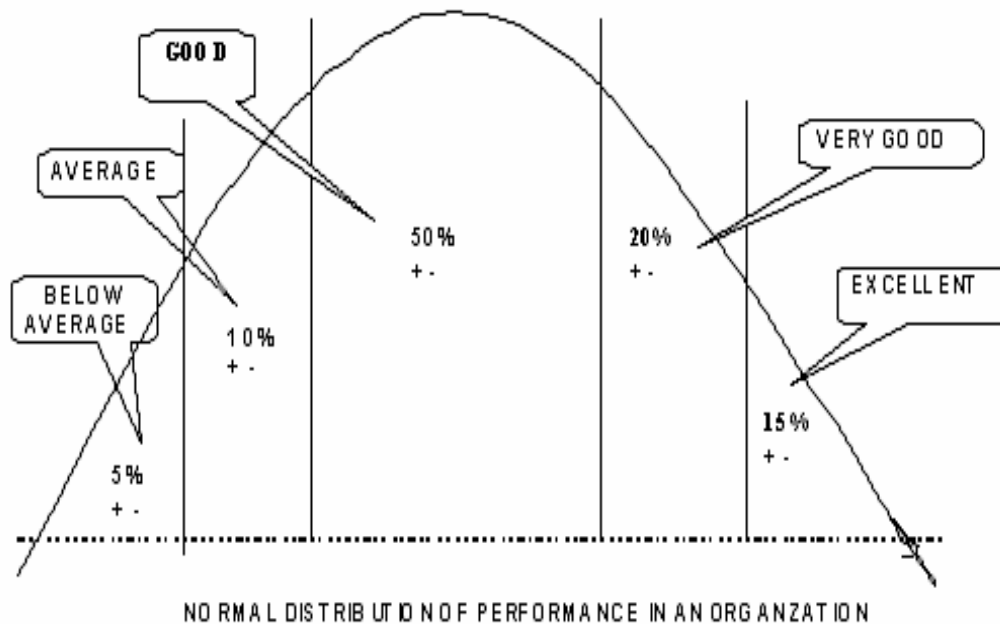
‘Kazi Food Industries Limited’ evaluate their employee’s performance with 5 types of categories. The objective is to exemplary exceptional performance. The ultimate goal is to make the organization more profitable and sustainable for the long term. The standard of the performance with their rating is given below through a chart:

5 (Five) Performance Categories	Standard of Performance/Definition	Rating
• EXCELLENT (EX) • 100% ++ ACHIEVER	• Exceptionally exceeded performance Standard / Targets / Given Work Plan far above expectation	
• VERY GOOD (VG) • 100% + ACHIEVER	• Reasonably exceeded performance Standard / Targets / Given Work Plan above expectation.	
• GOOD (G) • TARGET ACHIEVER	• Met performance standard /targets /given work plan satisfactorily within Expectations.	
• AVERAGE (AVG) • NEARLY TARGET ACHIEVER	• Closely Met performance Standard /Targets /Given Work Plan, but not fully satisfactory	
• BELOW AVERAGE (BAVG) • POOR	• Performance far below the Standard expectation / Targets / Given Work Plan – A poor performance.	

Standard performance distribution:

The organization follows a standard format for the performance appraisal system which is consistent and surrounded by a certain policy. The below curve shows the normal performance distribution curve of the 'Kazi Food Industries Limited'-

The normal performance distribution curve :(approximation)



Chapter: 04

(Analysis and Findings)

Analysis and Findings

Descriptive analysis:

To describe survey data, descriptive analysis is the basic measurer because it contains frequencies and percentage response distribution of survey questions.

The descriptive analysis of my survey is given below:

Male- 27

Female- 3

Total- 30

Age- 25-35 (23)

36-45 (7)

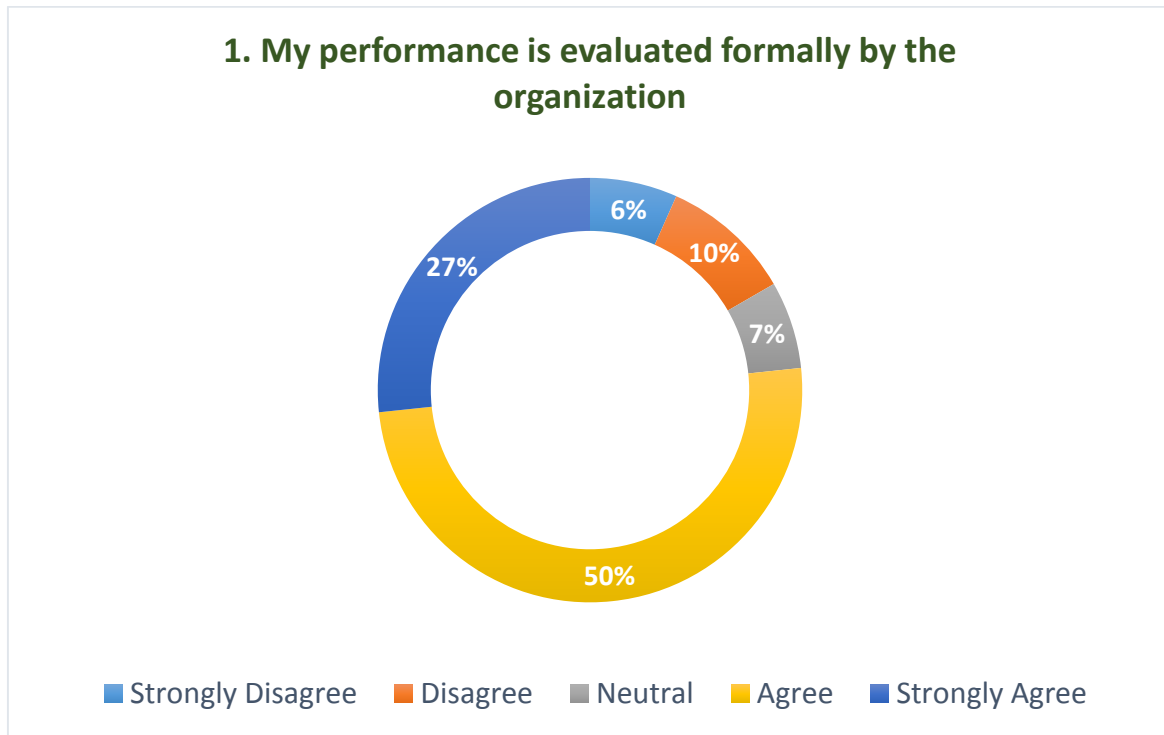
46-55 (0)

56 and above (0)

No.	Questions	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)	
		N.	%	N.	%	N.	%	N.	%	N.	%
1	My performance is evaluated formally by the organization	2	6	3	10	2	7	15	50	8	27
2	Performance appraisal is done on a regular basis (yearly, half yearly, quarterly, monthly)	1	3	1	3	3	10	11	37	14	47
3	Performance appraisal help employees set and achieve meaningful goals	1	3	2	7	4	13	10	34	13	43
4	Management attitude is positive towards performance appraisal	0	0	1	3	4	13	14	47	11	37

5	The appraisal process has an impact on employees performance	1	4	0	0	4	16	9	36	16	44
6	The performance objectives and criteria are known to me	1	3	1	3	2	7	15	50	11	37
7	The performance objective is set by the appraiser/supervisor	1	3	0	0	5	17	15	50	9	30
8	The result of the appraisal is communicated to the employee	1	3	2	7	5	17	13	43	9	30
9	An effective appraisal system keeps the employees motivated	0	0	2	7	5	17	6	20	17	56
10	The financial benefit is linked up with the performance	0	0	1	3	9	30	11	37	9	30
11	Promotion is dependent on the performance of individual employee	1	3	0	0	6	20	15	50	8	27
12	My organization appreciates my contribution to the department	0	0	1	30	11	37	17	57	1	3
13	Attrition rate is computed in your organization after the performance appraisal	0	0	4	14	4	13	21	70	1	3
14	I am enjoying the responsibility given by my department	1	3	0	0	3	10	17	57	9	30
15	The evaluation helps me to improve my performance	1	3	3	10	4	13	14	47	8	27

Questionnaire analysis and brief discussion:

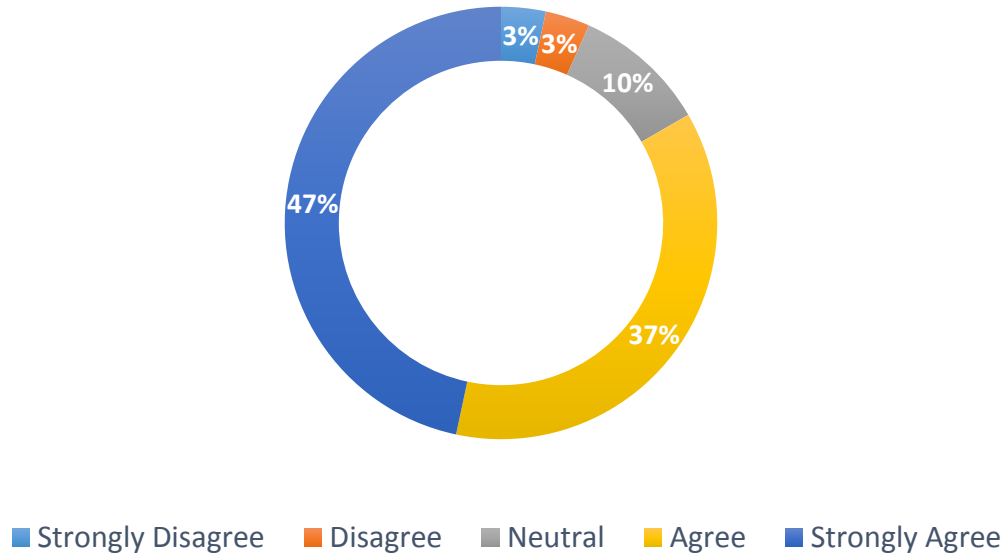


The performance appraisal system should be formal. It is needed to know whether the performance appraisal system is done formally or not as 'Kazi Food Industries Limited' always claimed that, all of their employees go through the formal system.

From the survey statistics, I came to know that, 50% is agreed and 27% strongly agree with the formal system. The neutral is 7%. But disagree is 10% and strongly disagree is 6%.

The majority admire that; their performance appraisal system has done formally. But there is also some good number of the portion that completely disagrees with the statement. Overall, my analysis is, the performance appraisal system is evaluated formally most of the cases but it is not for all of the employees and some of them are neutral about the system that means they are not sure whether the system is formal or not.

2. Performance appraisal is done on a regular basis (yearly, half yearly, quarterly, monthly)

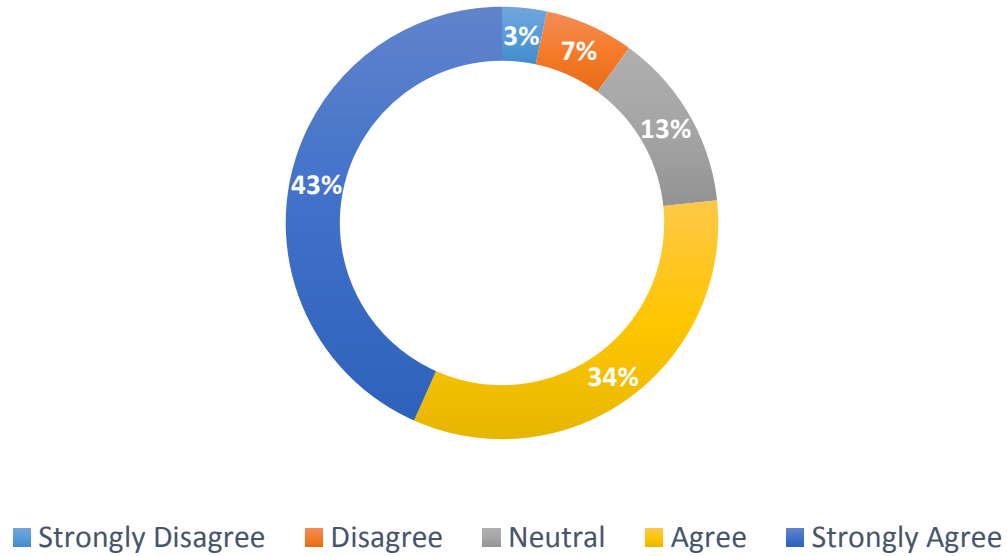


A timely performance appraisal system encompasses the organization's profits and goals. If the performance appraisal system is not done in a specific period, then the employees will not be in the right position at the right time. Moreover, employee's growth will be hampered which may lead to failing the organization's overall output.

From the survey statistics, the highest is 47% goes with the strongly agree. Then 37% agrees. The Neutral is 10%. Both disagree and strongly disagree is 3%.

So, here the majority is positive about the organization's time maintenance in terms of performance appraisal. Some of the employees do not know whether the process is being done timely or not. Disagree and strongly disagree opinion is little in the portion which may not affect that much in reality. So, my overall assumption is, 'Kazi Food Industries Limited' is punctual about their system.

3. Performance appraisal help employees set and achieve meaningful goals

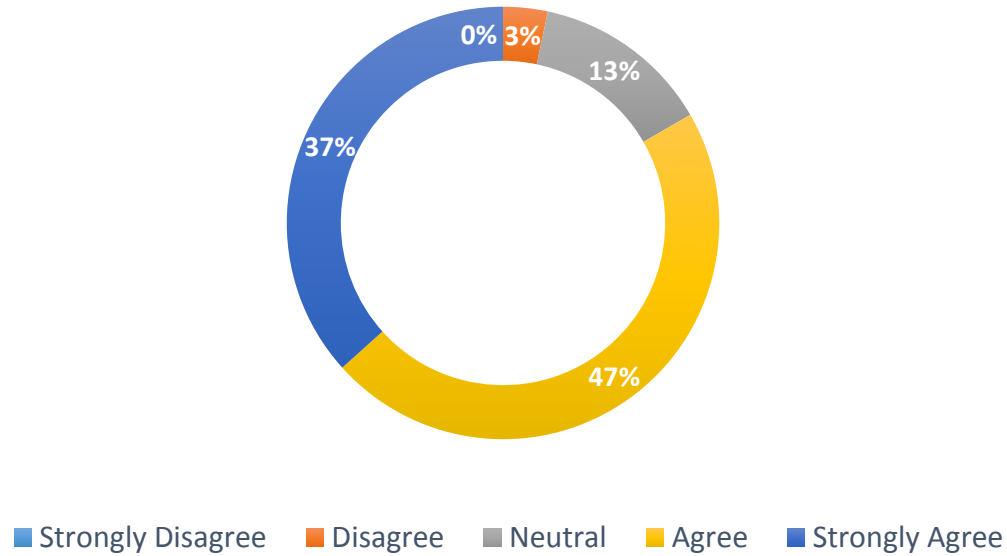


Performance appraisal help employee to know about his/her performance. So, individual knows what their organization wants from them and how they are capable of doing the work. The system demonstrated the organization's goal also. So, it assists employees to set and achieve meaningful goals for the betterment of them as well as for the organizations.

The statistics show that agree and strongly agree percentage is respectively 34 and 43. The Neutral is 13%. On the other hand, disagree and strongly disagree is respectively 7% and 3%.

So, I can conclude that the performance appraisal of 'Kazi Food Industries Limited' commonly helps employees set and achieve meaningful goals as most of the employees give positive feedback in their survey questions.

4. Management attitude is positive towards performance appraisal

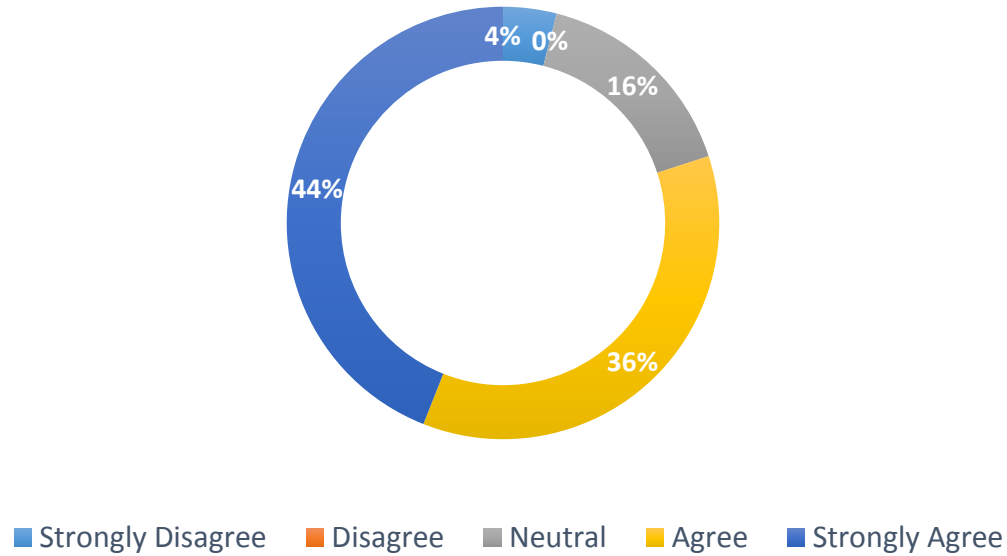


Management attitude must be positive towards performance appraisal for balanced and systematic assessment. It will be very hard for the organization to hold consistency if there is any kind of negative approach concerning performance appraisal.

The indication I got from the survey is, agree and strongly agree total holds 84% (agree 47% & strongly agree 37%) of the diagram. The neutral is 13%. Disagree is 3% only and strongly disagree is 0 %.

So, no one strongly disagrees with the assertion. A big portion is supporting that; management attitude is positive. Disagree is slight but many employees are neutral about their opinion. Ultimately, from the survey 'Kazi Food Industries Limited's' management attitude is positive towards performance appraisal.

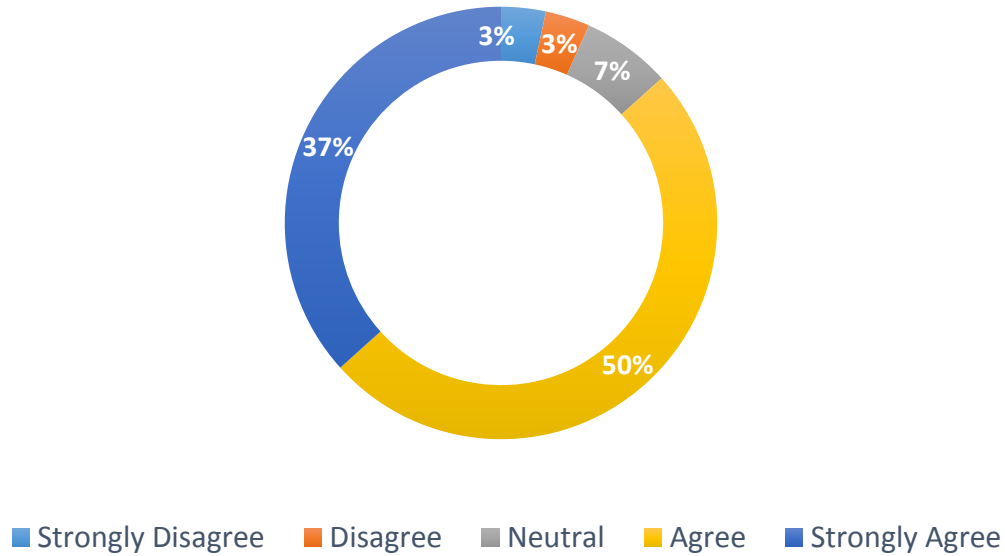
5. The appraisal process has an impact on employees performance



The performance appraisal process impacts an employee's productivity positively because it motivates them a lot. Appreciation, reward, increment and recognition encourage themselves to stay in the organization for a long time and they also want to develop their career through improved performance.

To make sure the impact of 'Kazi Food Industries Limited' appraisal process, I surveyed them within their employees to know about their judgment. Most of them strongly agreed that, the appraisal has an impact on employee's performance (44%). Then 36% agreed. 16% is neutral about their opinion. 4% of employees strongly disagree that means from their perspective the appraisal process has no impact on their performance. No one only disagrees with this. So, disagree is 0%. Overall, I came to know from the survey that, the appraisal process has an impact on the employee's performance as the majority choose to agree and strongly agree on options.

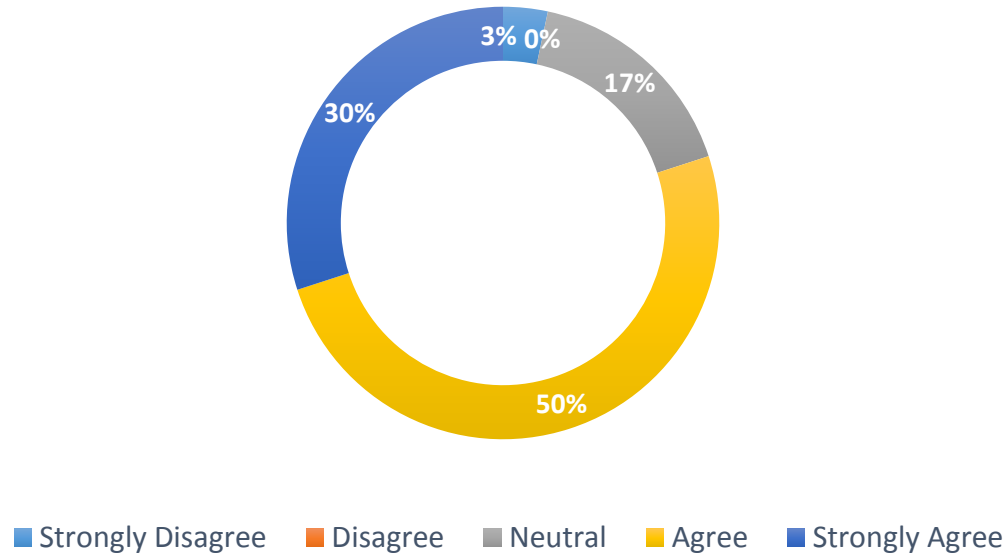
6. The performance objectives and criteria are known to me



Every performance appraisal process has certain objectives. Moreover, the process also comprises certain criteria by which the appraisal system would be operative. The employees must know what are the objectives and criteria of their performance appraisal so that they can prepare themselves according to that. On the other hand, if they are aware of this then they will know what organizations want from them and how they will meet their objectives.

From 'Kazi Food Industries Limited's' employee I found that, the performance objectives and criteria are known by most of the employees. For these questions, 50% of employees agreed. 37% of employees are strongly agreed. On the other hand, 3% of employees disagreed and strongly disagreed. But 7% of employees are neutral. So, the conclusion is, most of the employees know the performance objectives and criteria of the organization.

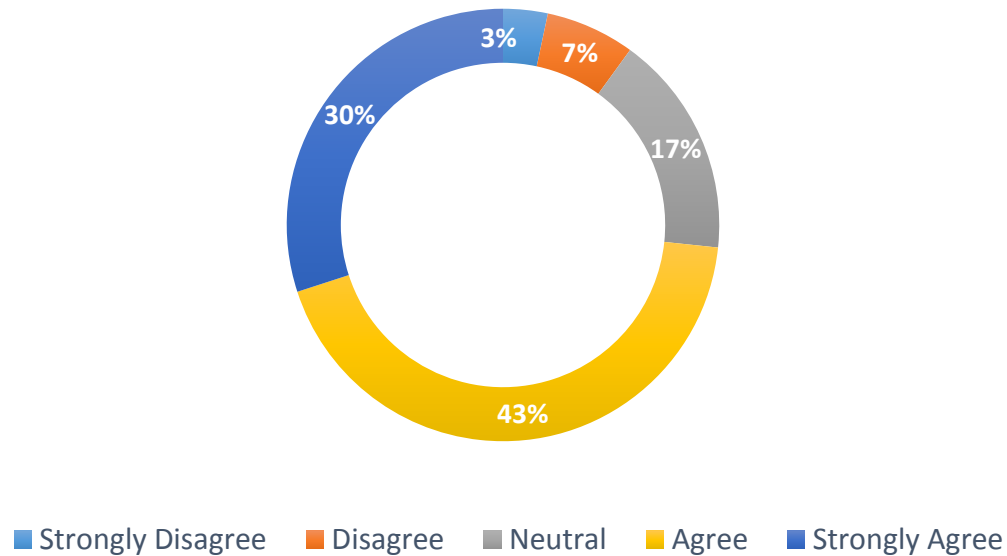
7. The performance objective is set by the appraiser/supervisor



‘Kazi Food Industries Limited’ always try to set specific, measurable, achievable and relevant performance objective for their employees. The performance objective is being set and observed by the assigned appraiser/supervisor.

To know the point of view of their employees, I had put a question appropriate to this. 50% of the employees agreed that the performance objective is set by the appraiser/supervisor. Strongly agreed are 30%. But 3% strongly disagreed with the statement. According to them, the performance objective is not set by their appraiser/supervisor. 17% of employees impartial about this. Moreover, no one has disagreed. So, 0% is there. After all, from the survey It has been assured that, the performance objective of ‘Kazi Food Industries Limited’ is set by the appraiser/supervisor.

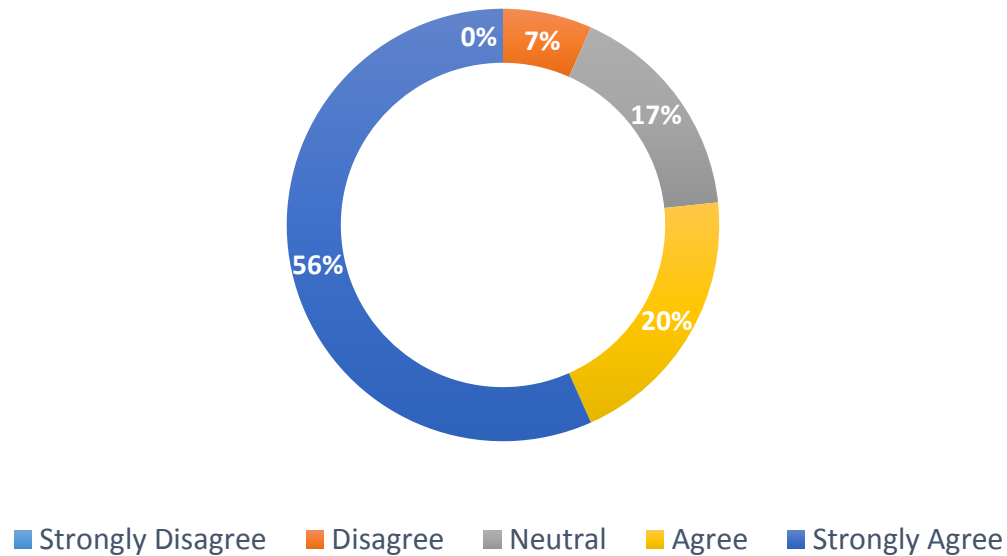
8. The result of the appraisal is communicated to the employee



It is an employee's right to know about the appraisal result properly. That's why 'Kazi Food Industries Limited' always communicate the result of the appraisal to their employee. They are very sincere about this.

But according to my survey, strongly disagree and disagree employees are respectively 3% and 7%. In total 10% of employees are opposed to that. From them, the result of the appraisal is not communicated to them. 17% of employees are neutral which is an enormous number. On the other hand, agree delivers the highest percentage which is 43. Strongly agree is 30%. In the end, the majority goes with a positive experience. So from the survey, 'Kazi Food Industries Limited' communicated the appraisal result to the employees.

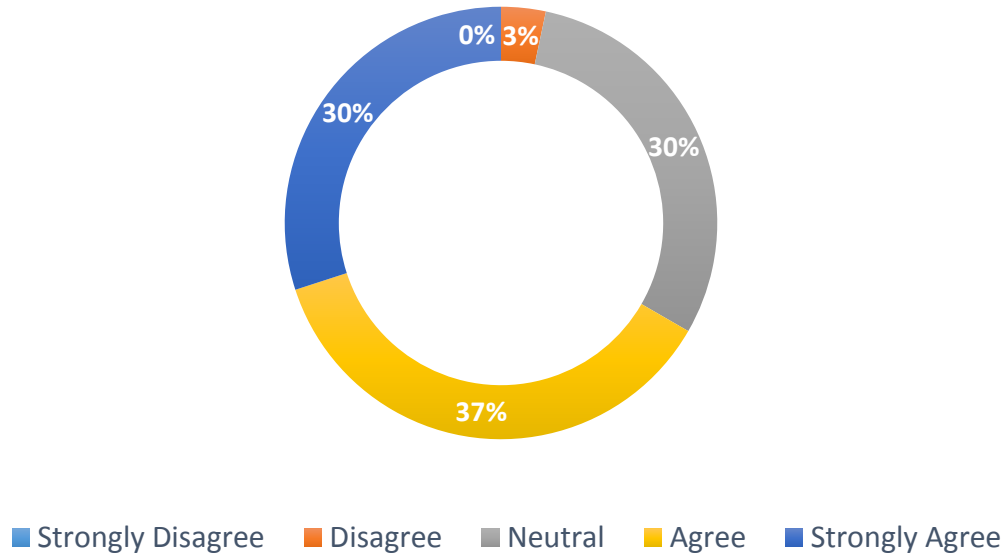
9. An effective appraisal system keeps the employees motivated



The appraisal system is effective or not can be determined whether the employees of the organization are motivated or not. If the goals are clear and defined, then the employee's productivity will get higher. As a result, the organization will be benefited.

For this assessment, 56% of the employees go with strongly agree. They are very much confident that, an effective appraisal system keeps them motivated. 56% of employees agreed. 17% of employees are neutral about their judgment. There is no disagreed but 7% of employees choose to disagree as they think, effective appraisal systems do not keep the employees motivated.

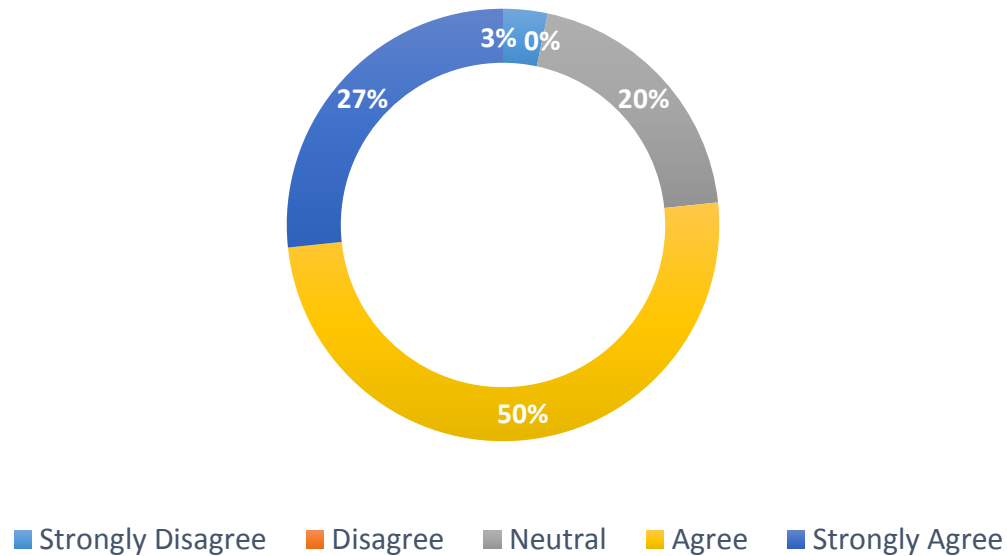
10. The financial benefit is linked up with the performance



‘Kazi Food Industries Limited’ gives financial benefits to their employees according to the performance. Because they think financial benefits can increase productivity. But employees have different thoughts about this.

The percentage is higher to the answer agree for this question which is 37%. 30% of employees are agreed on this statement. With the same portion having 30% of the people not likely to agree or disagree. According to them, the financial benefit may have linked up with the performance. That’s why they choose to hit on a neutral option. On the other hand, only 3% disagree with the term. So, the survey result showed that the financial benefit is linked up with the performance.

11. Promotion is dependent on the performance of individual employee

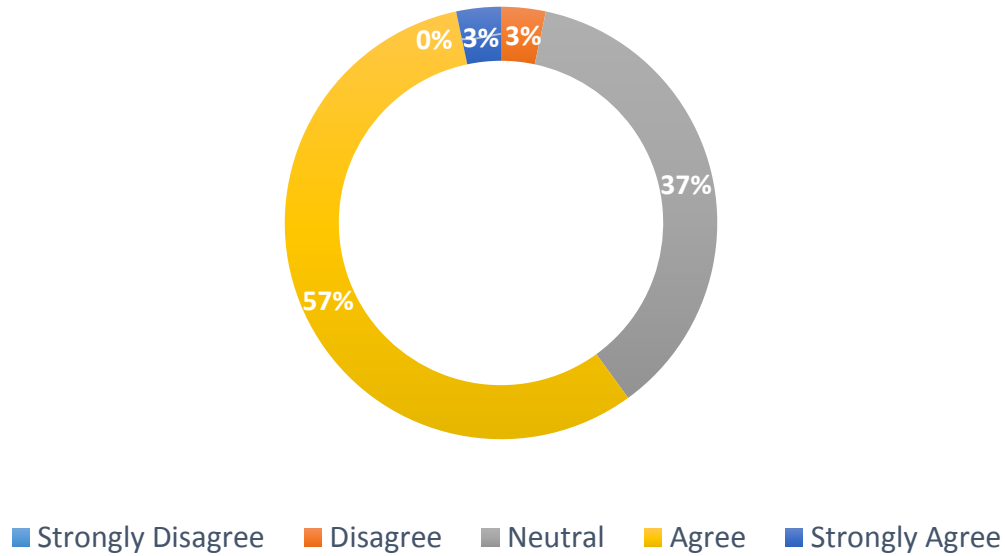


The high-performance level of individuals is the only thing that can promote themselves in the upcoming professional career. But different employees have a different point of view for that. Not all of the employees think the same. That is why it has reflected in the survey.

Half of the employees of 'Kazi Food Industries Limited' agreed that, promotion is depending on the performance of the individual employee. 27% are strongly agreed with the term. Only 3% of employees think of the opposite. On the other hand, 20% of employees are neutral about their opinion.

Subsequently, from the survey it has cleared that, the majority goes with the statement to be true for 'Kazi Food Industries Limited'.

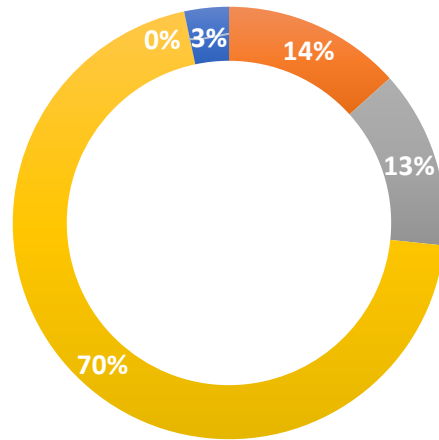
12. My organization appreciates my contribution to the department



Appreciation plays an important role in working in an organization. Everybody who works in an organization has a certain value. So employees should be treated with their proper value so that they feel good and realize they are working in a pleasant environment.

In 'Kazi Food Industries Limited', contribution to the department is appreciated highly for each employee who did well during their work. According to the survey, 57% of employees agreed with that. But strongly agreed are containing only 3%. Disagree is also holding 3%. A big portion chooses to be neutral for this question. As a result, it reflects that, the organization appreciates the individual contribution to the department.

13. Attrition rate is computed in your organization after the performance appraisal

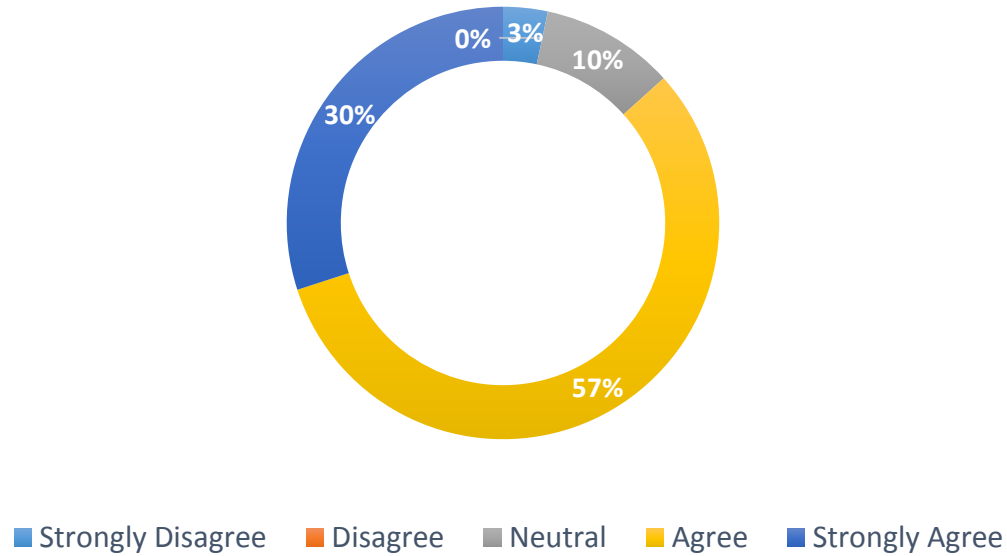


■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

The attrition rate is significant because it defines the employee's turnover. Highly employee attrition means they are leaving the organizations frequently. On the other hand, low attrition indicates the lower rate of employee turnover. For an organization it mostly happened after the time of performance appraisal.

For 'Kazi Food Industries Limited', 70% of employees agreed that the attrition rate is computed in their organization after the performance appraisal. Only 3% had the opinion of strongly agree. 14% is the opposite of the statement as they disagree with the term. 13% remains neutral. The overall situation indicated that, the rate is computed after the performance appraisal.

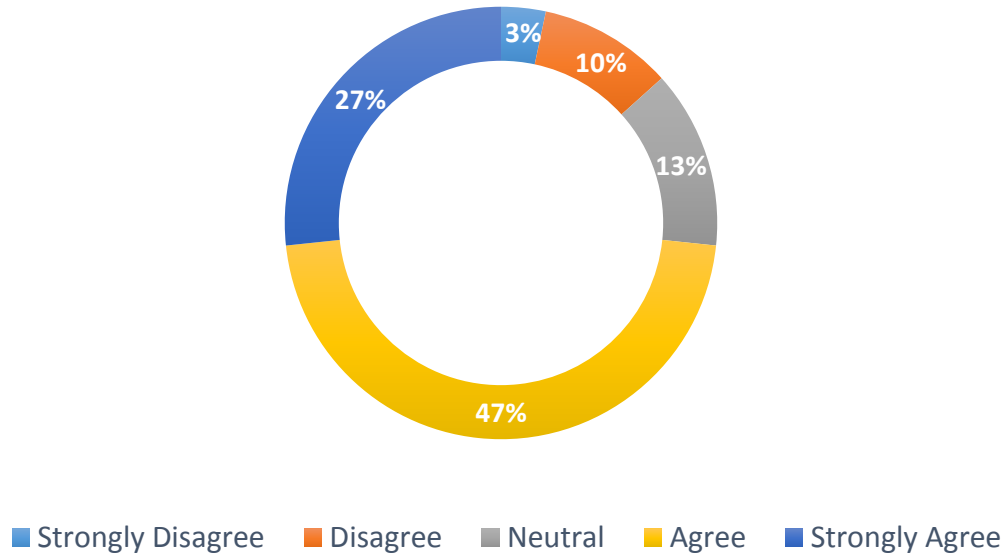
14. I am enjoying the responsibility given by my department



A healthy environment drives employees to enjoy their responsibilities. Moreover, employees should find their happiness in their responsibilities assigned by the department. 'Kazi Food Industries Limited', always try to give their employees such works which are achievable. On the other hand, they make sure the environment by which they can enjoy their work.

From the survey, 57% of the employees agreed that, they are enjoying their responsibilities given by the department. 30% are strongly agreed upon by representing their point of view. 10% remain neutral and strongly disagree contains only 3% of the employees. There is no single employee who only disagrees with the statement. Since majority opinions are considerable so 'Kazi Food Industries Limited's', most of the employees are enjoying the responsibilities given by their department.

15. The evaluation helps me to improve my performance



The main objective of the performance appraisal is to check whether the evaluation helpful for the employees or not. If the system improves its performance, then the overall process can a huge success. Otherwise it will increase the overall expenses of the organization without any kind of appropriate output.

‘Kazi Food Industries Limited’, do the performance evaluation so that the employees can improve themselves and they can add more value to their organization to ensure more profits. The survey tells, 47% of the employees agreed that, the evaluation helps themselves to improve their performance. Strongly agreed employees are 27%. 10% of the employees think, the evaluation did not help them to improve their performance. 3% are strongly disagreed with the statement. If we think of the majority then, most of the answers are positives. So according to this, ‘Kazi Food Industries Limited’s’ performance evaluation system helps their employees to improve their performance.

Chapter: 05

(Recommendations & Conclusions)

Recommendations

‘Kazi Food Industries Limited’s’ performance appraisal system is enough strong to keep this organization upward to sustain in the long run. From my survey, I have gained knowledge about their overall system and get opinions from the employees. There is no such system that is 100% accurate. Every system has its merits and demerits. Besides merits, ‘Kazi Food Industries Limited’ has also some demerits on its performance appraisal system. From my point of view, there are some loopholes in their system. For doing things better they can adopt these measures:

- ⦿ Performance is being set by the organizations which are not always good. Sometimes opportunity should be given for the employees to set their stage where they think they can go.
- ⦿ If there will be a specific department for the performance development planning process, then the appraisal process may improve more.
- ⦿ Though ‘Kazi Food Industries Limited’ takes employees feedback often but it will be more supportive if they do it regularly.
- ⦿ Employees disagree creates conflicts. That’s why most of them do not want to disagree with most of the statements. They remain neutral. So, it will be great if ‘Kazi Food Industries’ give them a printed assurance that their opinion will not affect negatively on their further career.
- ⦿ Sometimes, many of the employees do not meet the expectation. But they are hardworking people and are also very loyal in their work. So, emphasis more on behavioral measures is important in here. Moreover, this type of employee should give strong favors and they deserve an extra chance.
- ⦿ ‘Kazi Food Industries Limited’ maintained a big chain of command over their performance appraisal activities. That’s is why the process takes a long time. Besides, if any employees have a problem with the evaluation or if individual challenges their assessment then it will be a very difficult and time-consuming procedure. So, the authority should implement some short rules in here.
- ⦿ Occasionally, general feedback had been given to the employees within a short time for their performance which must be strongly prohibited. The brief should be specific and standard. So, ‘Kazi Food Industries Limited’ has to look into this matter very seriously.

Conclusions

‘Kazi Food Industries Limited’ is expanding its works day by day with its tremendous performance. Employees are the main key to their success. Their employee’s active performance always pushes the organization to do more and more. The overall system creates a path to achieve the organization's goal. Besides, they have a very good reputation to handle their customers. All these have done because of their great performance. Their great performance lies on vital principles. Additionally, they have taken many initiatives to remove their loopholes. For employee’s improvement, they create various types of development program. On the other hand, my three-month internship gave me adequate experience in this organization. As a human resource management student it is mandatory to know about how a performance appraisal system is being done. My academic knowledge becomes practical knowledge in here. Working here, I have learned the crucial part of this process. The experience helps me to think beyond my boundaries. My survey result gives the point of view of their thirty employees. The questionnaire helps to determine their actions, preferences and intentions. However, their systems can be improved more by adding some progressions. They are already working on them. The organization has taken the necessary steps to make the system more effective for the upcoming years. They aim to make an error-free system. After all, the educational journey gives me plenty of experience which is useful for my future career. All of the people helps me whenever I faced any kind of problem. I am grateful to be a part of this organization.

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Appendix

Survey questionnaire:

Demographic details:

1. I am- a) Male b) Female
2. My age group is- a) 25-35 b) 36-45 c) 46- 55 d) 56 and above
3. Designation- a) Officer/Senior Officer b) Executive/Senior Executive
c) Assistant Manager/Deputy Manager d) Manager and above
4. Experience- a) Less than 1 year b) 2-4 years c) 5-7 years d) More than 7 years

Statements (SD= Strongly Disagree, D= Disagree N= Neutral, A= Agree, SA=Strongly Agree)		SD	D	N	A	SA
1.	My performance is evaluated formally by the organization	1	2	3	4	5
2.	Performance appraisal is done on a regular basis (yearly, half yearly, quarterly, monthly)	1	2	3	4	5
3.	Performance appraisal helps employees set and achieve meaningful goals	1	2	3	4	5
4.	Management attitude is positive towards Performance Appraisal	1	2	3	4	5
5.	The appraisal process has an impact on employees performance	1	2	3	4	5
6.	The performance objectives and criteria are known to me	1	2	3	4	5

7.	The performance objective is set by the appraiser/supervisor	1	2	3	4	5
8.	The result of the appraisal is communicated to the employee	1	2	3	4	5
9.	An effective appraisal system keeps the employees motivated	1	2	3	4	5
10.	The financial benefit is linked up with the performance	1	2	3	4	5
11.	Promotion is dependent on the performance of the individual employee	1	2	3	4	5
12.	My organization appreciates my contribution to the department	1	2	3	4	5
13.	Attrition rate is computed in your organization after the performance appraisal	1	2	3	4	5
14.	I am enjoying the responsibility given by my department	1	2	3	4	5
15.	The evaluation helps me to improve my performance	1	2	3	4	5

Comments: