



A Study on Effect of Performance Appraisal on Employee Satisfaction.

A STUDY ON EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEE SATISFACTION

*This report is submitted as a partial fulfillment of the degree of Master in International Human
Resource Management*

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Letter of Transmittal

4th July, 2021

Prof. Dr. Mohd. Hasanur Raihan Joarder

Director- IBER

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United International University

Subject: Submission of Project Report on Effect of Performance Appraisal on Employee Satisfaction

Dear Sir,

With due respect, it is my greatest pleasure to submit my project report on “**A Study on Effect of Performance Appraisal on Employee Satisfaction**” for the partial fulfillment of the requirements for MIHRM program under your supervision. It has been a worthwhile real-life experience and I have given my best effort to satisfy the academic requirements.

I have drudged difficult in planning this report and attempted to create the report clear & comprehensive inside the constraints. I truly believe that it'll serve the desired purposes. I should continuously be obliged to outfit any clarification with respect to this report, in the event that required.

Sincerely Yours,

Rumana Akhter

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Student's Declaration

I, the undersigned, hereby declare that I have completed my project under the supervision of Prof. Dr. Mohd. Hasanur Raihan Joarder, Director- IBER, School of Business and Economics, United International University (UIU), Dhaka Bangladesh.

I have prepared a report on '**Effect of Performance Appraisal on Employee Satisfaction**' that is my own work.

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

Rumana Akhter

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Acknowledgement

The triumph and final consequence of this wander required a portion of course and offer assistance from various entities and I am incredibly advantaged to have got this all sideways the accomplishment of my extend. All that I have completed is as it remained due to such supervision and assistance and I would not neglect to acknowledge them.

I admire and acknowledge Ms. Farzana Raisa, Deputy Manager HR, for providing me all necessary information to do the project work in Banglalion Communication Ltd and giving me all back and direction required total the venture. I am significantly beholden to her for generous bolster and direction, in spite of the circumstance that she obligated active plan overseeing the company activities.

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I wholeheartedly thank my Project Supervisor, Prof. Dr. Mohd. Hasanur Raihan Joarder, Director- IBER School of Business and Economics, United International University for his supervision and commendations throughout this project exertion.

I am grateful to and blessed sufficient to urge consistent provision, back and route from all Instruction controls of HRD, Customer Care, Technical, Finance and Supply Chain department which made a difference in effectively completing my venture work.

Rumana Akhter

Executive Summery

This report provides information about the procedure of Performance Appraisal and the effect of the procedure of appraisal on employee satisfaction of Banglalion Communications Ltd. For preparing the report I have worked 3.5 months and gather practical information and knowledge about HR activity and collected information for my selected topic which I have used to prepare my practicum report.

I have included five chapter for my report and provide information about various area of HR activity and topic related information. My introduction part is grounded on the perception approximately the consider, Goal of the statement and impediments of the statement too have been talked about. The most goal of the think about is to supply a ephemeral image of Performance Appraisal procedure and the overall impact of the system on employees as well as the organization.

In my report I also discussed a brief history of Banglalion Communications Limited that includes: Mission, Methodologies, Administration structure, Goal and Objective, Items & Administrations, Offices, with graphical introduction and a few fundamental data almost their common HR exercises. For preparing main topic part I have used my practical knowledge and all the collected information which I gain from Banglalion Communications Ltd (BCL). In main topic part, I have disclosed information about HR Planning and Functions, Employee Grading and Types of Employees in BCL, procedure of Performance Appraisal, Objective of Appraisal, Benefit, Training and the overall procedure for maintaining Performance Appraisal of BCL.

To meet the final result, I have surveyed on employees. Based on employees' feedback, I have analyzed and developed Hypothesis. By using that process I tried to discovery out the consequence of the Appraisal system on workers' presentation and their satisfaction level in the organization.

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ABBREVIATION

BCL - Banglalion Communications Limited.	AD - Absent Deduction	OE- Overseas Experience
COO – Chief Operating Officer	FD - Find Deduction	STP - Stamp
CTO - Chief Technology Officer	Attn.- Attendance	IRS - Internal Revenue Service
CMO - Chief Marketing Officer	CL - Casual Leave	DBJ - Date before Joining
CFO - Chief Finance Officer	SL - Sick Leave	TCO - Total cost of ownership
CSCO - Chief Finance Officer	AL - Annual Leave	HRIS - Human Resource Information System
CXD - Chief Divisional Head	OL - Others Leave	DBJ - Date before Joining
DGM – Deputy General Manager	DOJ – Date of Joining	AR- After Resign

CHAPTER 1

1.0 INTRODUCTION

1.1: Background of the Study

Through the inaugural up of the economy of Bangladesh, an enthusiastic modify has been observed in media transmission divisions. This has brought higher trade openings, increases in compensation level, and changes in utilization plan and hence there rises a competitive environment inside the country.

Performance appraisals, moreover called yearly audits, assess an operative's aptitudes, achievements and improvement, or require therefrom. Establishments exploit execution assessments to allow specialists big-picture feedback on their exertion and to legitimize recompence growths and plunders, as well as conclusion selections.

Performance appraisals also offer assistance legislatures and their managements make a arrange for representative improvement through additional planning and extended obligations, as well as to recognize deficiencies the representative may effort to resolve.

Preferably, the performance appraisal isn't the as it were period amid the time that managers and employees communicate almost the employee's obligations. More appointment deliberations offer assistance retain everyone on the equivalent page, generate a more stranded relationship between workers and supervisors, and make annual reviews not as much of unpleasant.

As a part of my MIHRM Program at UIU, I was assigned to do my Project report and I choose this topic and the organization Banglalion Communications Limited. In Banglalion Communications Limited, I was connected with Human Resources Division where organizational supervisor was Farzana Raisa, Deputy Manager at HRD. My project report is on "A Study on Effect of Performance Appraisal on Employee Satisfaction" which was chosen by me and approved by my faculty supervisor Prof. Dr. Mohd. Hasanur Raihan Joarder, Director- IBER, School of Business and Economics, United International University.

1.2: Scope of the Study

This report has been arranged through broad dialog with the HR manager of Banglalion Communications Limited, Head Office, 52, Gulshan Avenue, Circle1, Dhaka- 1212, Bangladesh, to complete the Project report of my MIHRM program and to yield the realistic exposure of the actions of organization.

It was a great opportunity to gather hands-on knowledge in Human Resource Department with a leading telecommunication company in Bangladesh. At the period of planning the report, I had an awesome prospect to have an detailed information of all the performance appraisal actions experienced by BCL.

1.3: Objectives of the Study

The objective of the study stands viewed as:

1. Broad Objective
2. Specific Objective

1.3.1: Broad Objective

The insubordination concerning “A Study on Effect of the Performance Appraisal on Employee Satisfaction” are approximately connected to the extents of fundamental nature of exertion, compensation and benefit, organizational development and business strategies and applies. The wide objective of the consider is clear examination of Performance Appraisal procedure and the overall impact of the system on employees as well as the organization.

1.3.2: Specific Objective

The Detailed objectives of the learning is finding the result from the adjusting and summation of numerous particular likes and detests of workers experienced in association with their occupations, the display think about bargains with the “Effect of Performance Appraisal on Employee Satisfaction”.

Specific objectives include the following:

- ☐ To know the present procedure of Performance Appraisal of BCL
- ☐ To find out the area of improvement for personnel of BCL
- ☐ To disclose the benefit plan for employees based on Performance Appraisal
- ☐ To acquire knowledge about training program and improvement plan for employees
- ☐ To identify the barriers regarding the Appraisal system
- ☐ To analyze the level of employee satisfaction based on Performance Appraisal
- ☐ To suggest the probable solutions regarding the problems

1.4: Methodology of the Study

The study requires a systematic procedure from selection of the topic to preparation of the final report. To perform the study, the data sources were to be identified and collected, to be classified, analyzed, interpreted and presented in a systematic manner and key points were to be found out. The overall process of methodology has been given as below:

Sources of Data

In order to make the report more meaningful and presentable, two sources of data and information have been used. They are:

❖ Primary Sources of Data

1. Face-to-face conversation with the respective executives of the organization
2. Informal conversation with the clients
3. Hands-on work exposures from the different desks of the departments of the organization
4. Personal understanding gained by observing the different task of organization
5. Personal investigation with the employees.

❖ Secondary Sources of Data

1. Annual report of the organization
2. Journals
3. Manual of different department
5. Newspaper
6. Website of the organization.

1.5: Limitations of the Study

There is a certain boundary to cover this study. It was not possible due to shortage of time to cover each and every activity performed by the organization. So, the study has covered completely only the “Effect of Performance Appraisal on Employee Satisfaction” in Banglalion Communications Ltd.

□ **Pandemic situation:** Due to recent pandemic COVID, it was really difficult to contact face to face with them and phone conversation or video conference are not enough to gather practical knowledge with a big organization like BCL.

□ **Data Insufficiency:** Adequate and in-depth well-organized information is not available for access. Though the officials tried to assist, sometimes their working pressure couldn't give me proper assistance what I needed. Even the web site of the organization is not that much for me.

□ **Confidentiality:** Authorized employees did not disclose much information for the sake of the confidentiality of the organization. There is some information which need special permission from top level, is not always achievable.

□ **Restricted Job:** It was very difficult to collect the information from various incumbent for the job restriction.

1.6: Organizational Background

Banglalion Communications Ltd (Banglalion) is driving supplier of 4G Remote Broadband in Bangladesh, bringing the community closer through nonstop item development and preeminent benefit greatness. Banglalion gotten across the nation permit from BTRC to supply Broadband Wireless Access administrations and alongside the WiMAX administrations, Banglalion has as of late begun rolling out the 4G LTE administrations for the clients. Banglalion covers 7 divisional central station and 38 major locale of Bangladesh and is growing quickly, making each following minute superior for clients.

Banglalion strives to ensure high speed wireless mobile connectivity for the customers. It has recently launched the World's latest and fastest mobile broadband internet technology - 4G LTE (Long Term Evolution) providing the customers with the lightning speed of up to 100 Mbps.

Banglalion provides unbroken countrywide connectivity and incomparable customer service dedicated to improving the access of information. Understanding the customer's communication needs Banglalion offers exclusive tariff plans from individuals to entrepreneurs to commercial and corporations.

1.7: Organizational Goal

Their goal is one which demands the strongest foundation in the basic elements for success. To grow to the heights of perfection through winning the hearts and minds of their clients in total dedication to quality and commitment to the achievement of total customer satisfaction. Today they may be considered small, but this is their strength, growing strongly and pushing boundaries.

Goal for HR, Admin and Compliance

To set up a modern administrative structure through ensuring the overall security measures, accommodation facilities basing on security, applying appropriate technical for retaining the employees and control irrelevant cost.

1.8: Corporate Information

Company Name:	Banglalion Communications Limited
Status:	Private Limited Company
Founded:	2008
Licensed:	2009
Chairman/ Owner:	Major (Retd.) Abdul Mannan
Number of Employees:	200
Address:	Silver Tower 52, Gulshan Avenue, Circle-1, Dhaka-1212
Phone	+880-2-58816349
Email	info@banglalionwimax.com
Company Logo	
Company Website	http://www.banglalion4g.com

Table 1: Corporate Profile of BCL

1.9: Vision/Mission/Value Statement

Vision- To be the primary wireless broadband provider for innovative communication and information by meeting the expectations of customers, stakeholder and employees.

Mission- We aspire to provide continuous advanced solutions for both businesses and customers by investing in the future of our people and setting new performance standards.

Values

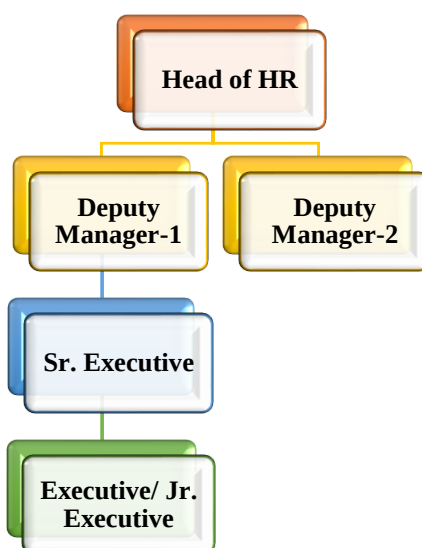
- **Reliability:** High credibility and ethical way of performing tasks.
- **Empowering People:** We make our employees leaders and trendsetters.
- **Unity:** We work as a team and creative unit, which is an essential constituent of our success.
- **Flexibility:** We cherish difference of opinion and constructive criticism by keeping objectives in mind

1.10: Products and Services

Brand	Specification	Dongle
Huawei	Model: E3372h-210 Operating frequency: LTE TDD 2600MHz LTE Band: Band 38 & 41 Dimensions: 88mm X 28mm X 11.5mm Power Supply: Via USB cable (5V/500mA) Features: Host less, Just plug & play and interactive web user interface Auto Installation Software upgrade over the air	

Table 2: Dongle for 4G LTE

1.11: HRD Organogram



Graph 1: HRD Organogram

1.12: Strategic Alternatives and Recommendations (TOWS Matrix)

External Factor Internal Factor	<u>Strengths:</u> 1. BCL is a part of SunMan Group of company 2. Countywide LTE license, Brand value of LTE 3. Skilled and strong technical team 4. Sim based mobile broad band, means device flexibility	<u>Weaknesses:</u> 1. At present the company's main focus is technology not in branding 2. The company have some lacking on their Future planning 3. Have simcard but cannot provide voice calling facility 4. Lack of promotional activity
<u>Opportunities:</u> 1. Wireless broadband internet service 2. Both broadband and 4g service are available 3. Number of internet user are increasing in rural area 4. Impact of ICT on our daily life	<u>SO Strategies:</u> BCL needs to use their strength to take advantage of external opportunity. BCL should focus on rural area and as they have new technology LTE, network coverage and skilled technical team if they can provide quality service easily grab the market.	<u>WO Strategies:</u> BCL should take opportunity to minimize their weakness by Grabbing their opportunities. They are able to provide high speed internet they should focus on branding and strong future planning.
<u>Threats:</u> 1. Number of Wimax service provider Increased 2. High Investment required 3. Availability of local broadband service provider in the market 4. Converting WiMax customer to LTE service.	<u>ST Strategies:</u> BCL should use their internal strengths to overcome the threats of Competitive Market. They are able to provide different services like: wireless broadband, sim based internet and high speed facility they can reduce their threat.	<u>WT Strategies:</u> BCL should reduce their weaknesses to avoid threats. For grabbing the competitive market they need to focus on investing the LTE service and need to initiate proper plan to convert the Wimax user to LTE.

Table 3: Tows Matrix

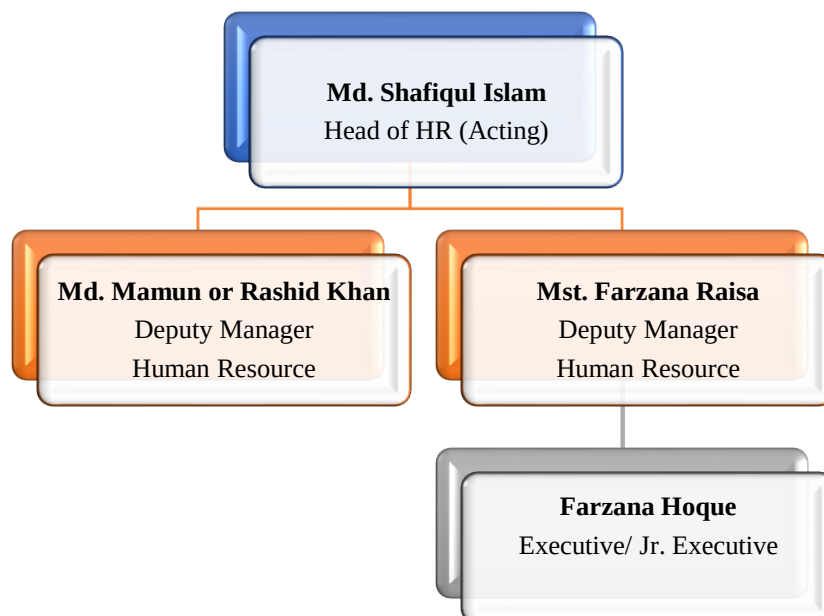
1.13: HR Planning of Banglalion Communications Ltd.

The HR planning of BCL aimed to acquiring and retaining the number of employees with their required skills, expertise and competence against expectation of the company within a given timeframe. The quality and expertise of a candidates are deciding factor how BCL will succeed in achieving its visions, objectives and tasks.

Here some consideration of HR department of BCL have given below:

- Identifying expected workforce requirement of the company and ensure their effective utilization of manpower of entire company.
- Exercise effective control of staffing with cost efficiency.
- Fill in the vacant position against employee turnover.
- For conducting potential transfer, determining promotion periods and design and implement plans to help achieve manpower objective.

1.14: Existing HRD Organogram of BCL



Graph 2: HRD Organogram

1.15: HR functions of BCL Communications Ltd

- Human resource planning
- Recruitment/Selection
- Orientation
- Training
- Management development
- Performance appraisals
- Career planning/development
- Staff facilities planning
- Talent management
- Compensation and benefit
- Employee relation

1.16: Types of Employees in BCL

When hiring workforce, it's important for HR to understand the options they have in regard to different types of workers. HR always seek how they can minimize the cost for the organization. Understanding these facts BCL hiring two types of employees:

1. **Regular:** BCL hiring regular employees who are working permanent basis for different position in the organization. For permanent employees, BCL have different pay level and benefit structure. Regular employee has the more security in their job. Permanent employees have more flexibility, opportunity for skill development and promotional opportunity in their work field.
2. **Contractual:** BCL mainly hiring contractual employee for customer care service and direct sales position. At first, they are engaging with three months contract within these time employees are getting paid and benefitted based on contract. BCL reviewing the employee's performance during their contract period and after finishing the contract period they are giving feedback. If the performance is up to the mark, they are renewing the contract with the employee.

CHAPTER: 2

2.0 LITERATURE REVIEW

2.1: Human Resource Management (HRM)

Human Resource Management (HRM) is the work inside an organization that centers on enlistment of, administration of, and giving heading for the individuals who work within the organization. It is the method of obtaining, creating, keeping up and compensating a given workforce.

HRM is the set of organizational exercises coordinated at drawing in, creating, keeping up a viable workforce to realize the organizational objective successfully and proficiently.

2.2: Human Resource Function

The role of human resource management is to arrange, create, and regulate approaches and programs outlined to create quick utilize of an organization's human assets. It is that portion of administration which is concerned with the individuals at work and with their relationship inside a venture. Its objectives are:

- ❖ The effective utilization of human resources.
- ❖ Desirable working relationships among all members of the organization.
- ❖ Maximum individual development.



2.3: Performance Appraisal (PA) System:

Performance appraisal is a subsystem of an organization and core function of human resource management. Performance management systems are utilized "to oversee and adjust" all of an organization's assets in arrange to realize most elevated conceivable execution. "How execution is overseen in an organization decides to a huge degree the victory or disappointment of the organization. In this manner, making strides PA for everybody ought to be among the most noteworthy needs of modern organizations".

A central reason for the utilization of Performance Appraisal (PAs) is execution advancement ("at first at the level of the person representative, and eventually at the level of the organization"). Other crucial reasons incorporate "as a premise for work choices (e.g., advancements, terminations, exchanges), as criteria in investigate (e.g., test approval), to help with communication (e.g., permitting representatives to know how they are doing and organizational desires), to set up individual goals for preparing" programs, for transmission of objective criticism for individual improvement, "as a implies of documentation to help in keeping track of choices and legitimate requirements" and in wage and compensation administration. Additionally, PAs can help within the definition of work criteria and selection of people "who are best suited to perform the desired organizational assignments ". A PA can be portion of directing and observing worker career advancement. PA's can also be used to aid in work motivation through the use of reward systems.

2.3.1: Traditional and Modern Approaches of Performance Appraisal System:

Each method of performance appraisal has its qualities and shortcomings may be reasonable for one organization and non-suitable for another one. As such, there's no single examination strategy acknowledged and utilized by all organizations to degree their employees' performance.

A more broadly utilized classification of evaluation strategies into two categories, viz., conventional strategies and modem strategies, is given by Strauss and Sayles". Whereas conventional strategies lay accentuation on the rating of the individual's identity characteristics, such as activity, steadfastness, drive imagination, astuteness, insights, administration potential, etc.; the modem strategies, on the other hand, put more accentuation on the assessment of work comes about, i.e., work accomplishments than

the individual characteristics! Modern strategies tend to be more objective and beneficial. The various methods included in each of the two categories are listed in a Table

TRADITIONAL METHODS	MODERN METHODS
Graphic Rating scales	Management by objectives
Checklists	360-Degree appraisal
Forced distribution method	Psychological appraisals
Critical incident method	Assessment centres
Field review method	BARS
Performance tests and observations	Cost accounting Method
Annual confidential reports	
Essay method	
Comparative evaluation approach	
Ranking method	

2.4: Objectives of Performance Appraisal

Performance Appraisal is the systematic evaluation of the performance of employees. It helps to understand the abilities of a person for further growth and development. Performance Appraisal can be done with following objectives in mind:

- To maintain employee records for managing compensation packages, wage structure, salaries raise, etc.
- To find out the strengths and weaknesses of employees for placement of right people in the right place.
- To maintain and assess the potential present in a person for further growth and development.
- To provide a feedback to employees regarding their performance and related status.
- To review and retain the promotional and other training programs.

2.5: Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

Promotion: Performance Appraisal makes a difference the bosses to actualize the advancement programs for proficient representatives. On the other hand, wasteful laborers can be expelled.

Compensation: Performance Appraisal makes a difference in check out emolument bundles for representatives. Recompense bundles which incorporate reward, tall compensation rates, additional benefits, stipends are subordinate on execution evaluation. The criteria ought to be justify based instead of rank.

Personnel Development: The systematic procedure of Performance Appraisal makes a difference the bosses to outline preparing approaches and programs. It makes a difference to examinations qualities and shortcomings of workers so that modern occupations can be planned for effective workers. It too makes a difference in surrounding future improvement programs.

Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication distance can be reduced in the following ways:

- a. Through performance appraisal, the employers can understand and accept skills of subordinates.
- b. The subordinates can also understand and create a trust and confidence on manager.
- c. It also helps in maintaining cordial labor management relationship.
- d. It develops the spirit of work and boosts the morale of employees.

Motivation: Performance Appraisal used as a motivation tool. Through assessing execution of workers, a person's effectiveness can be decided in the event that the targets are accomplished. This exceptionally well spurs an individual for way better work and makes a difference him to progress his execution within the future.

2.6: Job satisfaction

Job satisfaction is a vital marker of how representatives feel about their work and an indicator of work behavior such as organizational, citizenship, Non-appearance, Turnover.

➤ Work fulfillment can in part intercede the relationship of identity factors and work behavior.

➤ Common inquiry about finding is that work fulfillment is connected with life fashion. This relationship is complementary meaning the individuals who are fulfilled with the life tends to be fulfilled with their employments and the individuals who are fulfilled their employments tends to be fulfilled with their life.

2.6.1: Job satisfaction and employee performance

Job satisfaction and work related victory are major components in individual fulfillment, self-respect, self-esteem, and self-development. To the boss, work fulfillment brings a pleasurable enthusiastic state that can regularly lead to a positive work demeanor. A fulfilled boss is more likely to be inventive, adaptable, imaginative, and steadfast.

For the organization, job satisfaction of its worker implies a work constrain that's propelled and committed to high quality execution. Expanded efficiency- the amount and quality of yield per hour worked- appears to be a byproduct of high quality of working life. It is critical to note that the writing on the relationship between work fulfillment and efficiency is not one or the other conclusive nor reliable. Be that as it may, research dating back to Herzberg's (1957) have appeared at slightest some relationship between high morale and high efficiency and it does appear coherent that more fulfilled workers will tend to include more esteem to an organization.

2.7: Overview of Performance Appraisal Procedure of BCL

The performance appraisal process of all employees is critical to the Company's success. It improves the performance of the company, teams and individuals and makes an important contribution to the retention of staff and the development of the performance and motivation of the employees.

Performance appraisal plans are based on the business strategy and through the yield of normal person execution of the workers. These plans distinguish where person execution may be improved through advancement activities counting preparing courses, work encounter, work turn, etc.

The HR Division of Banglalion Communications Ltd using several tools for appraising their employee's performance. I have early mentioned that they have regular and contractual employees so in that case there is difference in appraisal system. Regular employee's performance is reviewed based on their vast area of work but for contractual employee BCL focusing on some specific area. In both cases the organization are judging each and every individual's skill and trying to compensate them based on their merit. BCL has strong manpower so they are focusing on their employee's continuous development and providing training and creating learning opportunity so that employee can develop their self and work with efficiency.

2.7.1: Tools for Performance Appraisals

- Performance Review System.
- Competency Rating.
- Competency Ranking.
- Appraisal Report.
- Employee Development Plan.

2.7.2: Procedure of Performance Appraisal

- Employee review form providing.
- Form collection and judgment plan by divisional head.
- Performance review and rate by line manager.
- Ranking and certification by divisional head.
- Information analysis and confidential report preparation.
- Implementation of development plan.

2.7.3: Appraisal Budget

Banglalion Communication Ltd providing training based on the performance review of their employee. After reviewing HR suggesting training of their weak area. BCL mainly arranging two types of training and development program for their employees. Training budget depends on how long the training procedure continues.

Types of Training

- 1) **In house training:** Such types of training mainly arranged for Jr. Executive and newly joined employees. In house training conducted by line manager.
- 2) Out house training
 - **Foreign training:** BCL initiating such type of training for Top level management.
 - **Outside training:** Sometimes own trainer taking employees outside the organization and train them.

2.7.4: Performance Appraisals in BCL

There are some differences between regular and contractual employee's Performance Appraisals. Organization reviews their regular employee's performance once and for ne joining twice in a year and based on that they take corrective action. From the review result of regular employee BCL identifies the potentiality of the employee and preparing compensation plan like: Increment and Promotion. HRD of BCL also planning for employee skill development for an individuals based on his review result. For contractual employees BCL review their performance and based on that result they renew the contract.

Annex 10-3-A

Performance Review

Period: Half Yearly ☐ Yearly ☐

Appraisee: Job Title: Time in Present Job: Date of Joining:	Appraiser: Job Title: Supervising the Appraisee since: Dept: SBU:
--	--

Performance Evaluation

Sl.	Areas of Evaluation	5*	4	3	2	1
1.	Area Performance (Safety, Quality, Adherence to SOP/Guidelines, Daily/Monthly output against target, Recruitment and staff coverage, etc.)			✓		
2.	Team Management (Administrative responsibilities, Teamwork within department, Teamwork with customers, suppliers, or other relevant departments, Planned training and development of self and team members, Staff retention, recognizing good performance)					
3.	Effectively Executing Management Tasks (Clarifying goals, planning and problem solving, guide for facilitating the work of others, obtaining and giving feedback, making control adjustment, reinforcing performance)					
4.	Functional Area Improvement (Creation / Improvement of systems, Supporting systems implementation, Providing necessary Project support)					
5.	Depth of Knowledge of Own Role (Specific to the role and job of the employee)					
6.	Application of Knowledge at Job (Utilization of skills/knowledge in work execution and training peers)					
7.	Written and Oral Communication (Ability to express ideas clearly; ability to draft reports/minutes effectively, ability to make effective presentations)					
8.	Adapting to Change or Ability to Manage Change (Ability to adapt to changes, As the role demands, providing leadership by championing continuous change and improvement efforts and helping others in understanding the needs for change.)					
9.	Analytical Ability (Ability to reach a decision after effective data based analysis and ability to analyze consequences keeping in mind both short and long term perspectives)					
10.	Team Working Skills (Ability to facilitate discussions, group problem solving skills, effective listening time and task management)					
11.	Innovation (Ability to continuously improve the work processes, product/ service quality, and ability to look for new solutions to problems regularly)					
12.	Customer Orientation (Ability to appreciate and meet the requirements of internal and external customers- thereby adding value in all activities)					
13.	Results Orientation (Ability to set and work with stretch targets, ability to plan, monitor and persevere for goal attainment)					
14.	Negotiating Skills (Ability to realize favorable settlements in negotiation situations, keeping in mind long term perspectives)					
15.	Role Modeling (Conforming to Sunman values / 1 Plan / 10 Habits, nurturing Sunman culture, initiating and taking leadership roles, continuous self development)					

1

Form 1: Performance Evaluation Form

2.8: Performance Review for Regular Employee

In BCL each and every employee's performance are reviewed by the HR Division. In the case of performance review some criteria-based activities are focused and they try to review the employee's performance based on those area. BCL provide performance review form to the line manager and managers rate the employees. For newly join employee (Probation Time), after completing his three month of work HR provide 3 pages form and line manager needs to sit with the employee and let him know the reviewing result. Both employee and the manager put sign after that next two-month line manager sit with the employee again and informed him about his improvement and lacking. Employee's performance rated into score between 1-5 and the total score shows the employees competence in his area. Regular employee's performance reviewed once in a year.

Here some area of performance review for employees:

1. **Functional area Performance:** A personnel is judge in this area based on his safety preference, quality of work and the given output of his target on daily and monthly basis.
2. **Team Management:** An employee's overseeing capability being evaluated in this segment. A few other abilities are to judge like: group work with client and provider and his capability of doing an assignment alone or with other group individuals. A work force self-evaluation capacity too centered in this area.
3. **Effective Execution of Management Task:** Related information almost work and explanatory capacity is judge in this zone. Employee's mission and vision related his work and his alteration capability are too being evaluated.
4. **Discipline:** Line manager rate representative on his disciplinary movement in this region. The most target is to guarantee that workers are taking after the company rules and control, overseeing time, utilizing his/her skill/knowledge legitimately.

5. **Depth of Knowledge:** Employees are judged based on his/her information of his particular work. Reason of assessment to guarantee workers knows the center region about his work and the individual has the right thought approximately the necessities and his/her performance.
6. **Application of knowledge at Job:** Understanding isn't enough you would like to apply it on your work field so that employees are evaluated by this region of assessment. Usually, to guarantee that all workers are mindful of his/her work they have the right information and they are utilizing it in a proficient manner.
7. **Written and Oral Communication:** Employees are judge by the capacity of sharing thoughts and make it in a draft/memo successfully conjointly able to present before individuals. How great they are in communicating themselves and discover a few one-of-a-kind thoughts that will bring bliss for the organization.
8. **Adapting to Change or Ability to Manage Change:** Work environment isn't continuously stable so representatives got to be adaptable and able to work with changing environment. Person ought to overcome with troubles additionally offer assistance others get it the alter requirements.
9. **Analytical Ability:** Distinguishes employee's capacity to reach a choice after compelling based on information investigation and capacity to analyze results keeping in intellect both brief- and long-term viewpoint.
10. **Customer Orientation:** In this area employees are evaluated based on their capacity to appreciate and meet the necessities of inside and outside clients subsequently including values in all activities.
11. **Negotiation Skills:** In this area employees are judged based on their ability to realize favorable settlements in negotiation situations, keeping in mind long term perspective.

12. Role Modeling: Identify employee's dedication and conforming Sunman values, plan, nurturing Sunman's culture initiating and taking leadership roles, continuous self-development.

2.8.1: Review System for Contractual

Contractual employees are those who are working on contract basis in an organization. Employee's contract period can be 3/6th months. BCL have contractual employee in different division and they are reviewing contractual employee's performance on some specific criteria and depending on that result BCL renew the contractual employee's contract.

- 1. Punctuality:** Ensure that employees are maintaining proper timeframe Schedule in their work place.
- 2. Effective execution of task:** Employees have specific and proper idea about individual's work they are involve in.
- 3. Depth of knowledge:** Ensures that employees know the core area bout his job and the person have the proper idea about the requirements and his/her performance.
- 4. Team work:** Employees are judged in this area based on their ability to facilitate discussion, group problem solving skills, listening capability, and the ability of their task management.

2.9: Competency Rating

• Apply judgment to check which competencies are more appropriate in a given job.

Rating Against Competence:

1 - Low competence level. Demonstrate low skill/knowledge level. Training or re-education regarding approach is required. 2- Marginal competence level. Demonstrate some effective skill/knowledge but there are still some core skill gaps to be developed. 3- Avg. competence level. Demonstrate effective skill/knowledge as against the standard expected given the constraints of the environment & job role. There are still some important areas to develop. 4- High competence level. Demonstrate highly effective skill/knowledge. Is performing above the standard expected in the role. There are some relatively minor skill areas to develop. 5- Excellent competence level. Extremely effective in all skill/knowledge areas required in the job. Is performing at the highest standard expected in the role.

Total Score →

• Please Check (✓) one circle

Rating:	Outstanding	Successful	Average	Improvement Required	Poor
Score Range:	65 - 75	55 - 64	45 - 54	35 - 44	15 - 34

Key Accomplishments (For Outstanding performers only):

Key Development Requirements (For Improvement Required, and Poor only):

A. Appraisee's Comments:

Date: Signature:

B. Appraiser's Comments:

Signature: Date:

C. Appraiser's Manager's Comments:

Signature: Date:

Form 2: Employee Rating Form

BCL provide performance review form to the line manager and managers rate the employees as he is most close to them and directly related to their work. Employee's performance rated into score between 1-5 and the total score shows the employees competence in his area. Here level of competence given below:

1. Low competence level demonstrates low skill/knowledge level. Training or reeducation regarding approach is required.
2. Marginal competence level shows that employee have some effective skill/knowledge but there are still some core skills to be developed.
3. Avg. competence level shows effective skills/knowledge as against the standard expected given the constraints of the environment and job role. There are still some areas to develop
4. High competence level shows employees are highly effective and they have good skill/knowledge. Performing according to the standard in his role and some minor skills area to develop.
5. Excellent competence level means he/she is performing extremely in all skill/knowledge areas required in the job and performing.

Employee's Competency against His Job

If the total score is between

- 65-75- Means employee has excellent competency in his job managers job is to put remarks on his/her Excellency.
- 55-64- Score means employee is in high competency level. The person's performance is up to the standard.
- 45-54- Employee has average competency. The person's skill and skill/knowledge are standard but not in all area of job. Managers need to remark the area of development.
- 35-44- The employee has managerial skill/knowledge and he/she is successful in their person's job. They have effective skill some core area of skill needs to be mentioned and suggested to be developed.
- 15-34- Employee is under low level competence he needs training to improve his skill and knowledge.

2.10: Competency Ranking

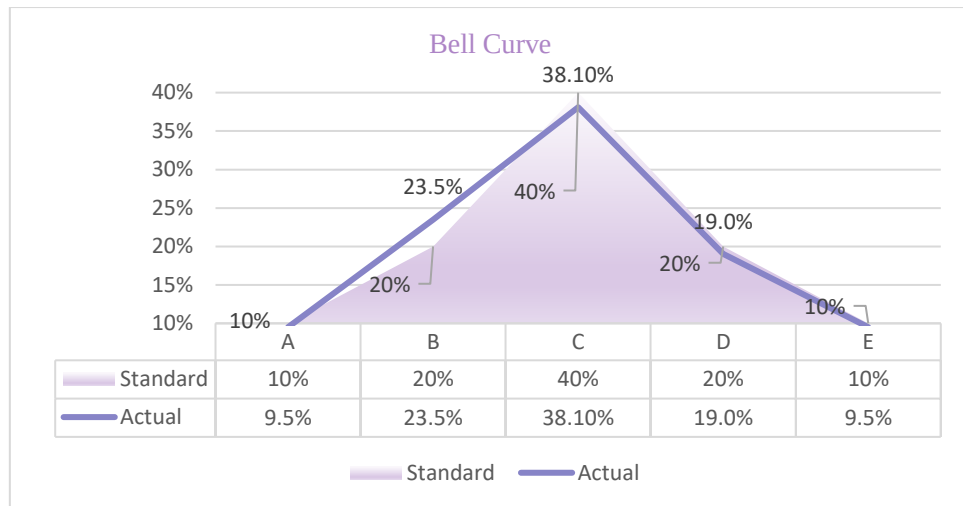
Ranking procedure Starts after the rating system. BCL rate their employee performance and trying to find out good performer and the bad performer. BCL using bell curve to rate the employee where they considering Grade based on total score of review.

In bell curve appraisal system, they cannot show every employee as an outstanding performer or successful or even poor. In that case BCL are maintaining a standard for showing employee performance and the divisional head maintain the standard to rank the people working under a division.

Sample Bell Curve Rating Procedure

Appraisal Rating Score				
Outstanding	Successful	Average	Need to improve	Poor
A	B	C	D	E
65-75	55-64	45-54	35-44	15-35
Total Employee (21)				
Outstanding	Successful	Average	Need to improve	Poor
A	B	C	D	E
2	5	8	4	2
Standard				
10%	20%	40%	20%	10%
Actual				
9.5%	23.5%	38.1%	19.0%	9.5%

Table 4: Bell Curve Rating Format



Graph 3: Sample Bell Curve Appraisal System

2.11: Appraisal Report

All the Divisional head submit their review result to the HRD of BCL. HR judge the review result and find out the result is according to the standard or not. On the basis of employee's rank HR prepare appraisal report and development plan. HR mention overall condition of a division and provide information about Individual's performance in the report. They also recommend for those employees who are performing outstanding and need promotion or salary increment. Those individuals performing poor and need improvement plan that is also mentioned. HR submit the report to their Head of Division and he certified the benefit and improvement plan for individuals.

2.12: Employee Development Plan

Employee development plan – Annex 10-3-B				
Employee Name: Md. Khairul Bashar			Development Period: 1 Month	
Improvements/Developments area	Action Plan	Completion Date	Measurement/Assessment	Status
1) CV Sorting	Train and provide information about the focus point and CV sorting procedure	28 th February 2018	Deputy Manager HRD	Up to the mark
2) Exam Paper Checking	Sharing idea and ethical issues around verifying employee.	28 th February 2018	Deputy Manager HRD	Performance is not satisfying. Extend training period.

Form 3: Sample Development Plan Form

BCL believes continuous improvement of their employees so they judge employees on basis of 360-degree performance review. An employee may be performing outstandingly in his job that does not mean that he does not need any development. Considering the aspect HRD of BCL implementing development plan for employee.

The area of development it means the specific area employee need to develop. Action plan defines How to develop in specific area what will be his task that will improves his performance in mentioned area. They are initiating the plan within a frame and after completion providing feedback.

2.13: Sample Appraisal Format

Employee ID	Employee Name	Designation	Departments	Division	Rating /Score	Remarks
1504	Airin Akter	Junior Executive & Credit & Churn Executive	Credit & Churn	Customer care	41	Need training
0260	Subrato Mukherjee	Customer Support Engineer	Customer Support	Customer care	59	Need Short term evaluation and specific area development
0151	Md. Shafiqul Alam	Territory Sales Officer	Indirect Sales	Sales	62	Need Salary Increment
0655	Mahbuba Orin	Engineer	NOC & OSS	Technical	73	Need promotion

Table 5: Appraisal Format

2.14: Barriers of Performance Appraisal

Here I have discussed about some barriers of performance appraisal that is given below:

Managers Consideration: Sometimes managers accept the method they have chosen, that's the leading for looking into employee's performance. They depend on the framework exceptionally much but we got to think that no framework can give the idealize and outright result to characterize an individual. It is very inconceivable to judge a person based on a few pre-determined criteria.

Personal Believes: Sometimes manager's feels that his individual supposition is superior than formal examination so they maintain a strategic distance from efficient examination and audit strategies. These choices lead him to inclination, subjectivity and misshaped choices in that case supervisor make choice based on halfway or wrong prove.

Psychological Barriers: Appropriate utilize of any devices is depending on the user's aptitudes and attitude. So, convenience of evaluation framework moreover depends on user's brain research. Some of the time directors consider execution evaluation as burden and feels uncertain to appear the disappointment of his subordinate. He considers that it can be risk for his work.

Halo Effect: Halo effect happens in case a trough is impacted by an worker and continuously have positive impression on his work. Persuasive variables can be: individual connection, demeanor, behavior, grin, facial expression etc., of a individual, in that case supervisor rate the person tall in those zones where he is unrated. So, workers are not able to discover their blame and cannot create their expertise legitimately, which keeps them from developing and leads to diminish the esteem of the organization.

Horn Effect: This is the opposite of halo effect. It happens when a supervisor has negative impression on a person.in that case he evaluates an individual's execution totally on the premise of negative qualities of that individual. For that reason, matter how great the individual in his work, he remains continuously underrated by the director.

CHAPTER: 3

3.0 RESEARCH METHODOLOGY

3.1: Problem Statement

To analyze the impact of Performance Appraisal on employee satisfaction that are leading employees towards personal development in the organization.

3.2: Background of Problem Statement

In my Internship period I have worked under Human Resource Division in Corporate office of Banglalion Communication Ltd. From my study I have gained knowledge about performance appraisal procedure and employee development plan of the company. In my point of view there is some gap between HR appraisal for employees and the Implementation program and it has a clear on employee satisfaction. In every sector HR face some barriers due to the management decision. So in my research I tried to find out the scenario and the action plan of HR in Performance Appraisal procedure.

3.3: Methodology

3.3.1 Research Approach

For completing the research, I used Deductive research approach. This approach is also known as “Top – Down” approach. According to deductive approach, I have started with theory related to my topic “Effect of Performance Appraisal on Employee Satisfaction”. I conducted survey, collected information, prepared hypothesis based on my topic and used Z-test for getting more specific result.

3.3.2: Research Philosophy

I have done the research for positive purpose. By using my work experience I have tried to find out some facts that may cause the problem that I am going to analyze. I have collected opinion from the respondents currently working in BCL and as the research is based on employee survey and I was completely unbiased, I believe this research will have positive effect on organization and will help to deeply look in the problem and find solution.

3.3.3 Research Type

This is an “Exploratory Research”, which briefly reveals the overall HRD activity of Banglalion Communication Limited and also analyzes the “Effect of Performance Appraisal on Employee Satisfaction”. Data have been collected from both primary and secondary sources.

3.3.4: Source of Data

Primary Data: Primary data were collected through questionnaire survey, work place observation.

Secondary Sources of Data: Secondary data were collected from different sources

1. Annual report of the organization
2. Journals and relevant books
3. Manual of different department
4. Others organizational Report
5. Newspaper
6. Website of the organization.

3.3.5: Method of Data Collection

Data were collected through a questionnaire survey. The survey was conducted through a face to face survey. The questionnaire contains five point Likert scale question where the opinions of the respondents were surveyed on the closed ended questions.

3.3.6: Total Population

The population of the report are those people who are currently working in the corporate office of Banglalion Communications Ltd. The total size of the population is 200.

3.3.7: Sample Size

40 employees of the organization were chosen as sample size.

3.3.8: Sampling Method

I used stratified random sampling method for selecting the sample.

3.3.9 Data Analysis Tools

I used MS Office to analyze the survey data.

3.4 Professional Research on the topic

I searched various scholars' thesis and papers on this topic. There are several projects and researches I found and most of the research shows positive connection between effective performance appraisal with employee performance and job satisfaction. It has been noticed that there is a strong relationship between performance appraisal and motivation, job satisfaction and loyalty (bonnie, 2002).

As my research is based on one organization, I tried to see the scenario of their total performance appraisal system and how their employees are reacting on the methods and how satisfy they are in their job. One worker continuously anticipates that evaluator recognize his endeavors and accomplishment within the proficient life conjointly back him to overcome on his disappointment and permits the opportunity to create enhancements in his performance in future (bonnie, 2002). Subsequently, the method ought to be reasonable as this can be the extreme framework to persuade, fulfilled with work and makes the dependability (Story & Sisson, 1993).

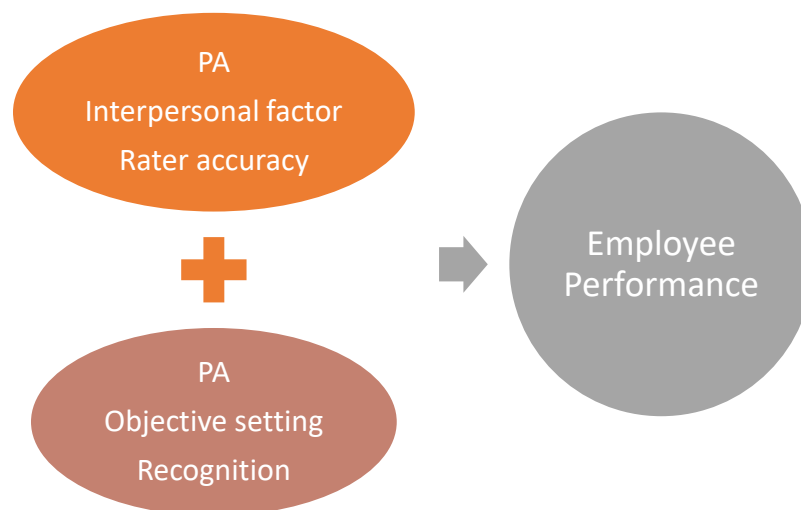


Figure: Conceptual framework showing influence relationship

Distinctive speculations may offer assistance to get it the connection between execution appraisals and work fulfillment. Investigate in cognitive brain research appears that quantifiable and challenging goals offer assistance to adjust individuals' and companies' objectives driving to higher levels of inspiration and, hence, employees' work exertion (see Locke and Latham (2002) for an diagram). Furthermore, goal-setting hypothesis suggests that the level of objective accomplishment is closely related to employee satisfaction. As often as possible, organizations interface objective accomplishment to compensation frameworks such as performance-related pay. Past ponders have appeared that performance-related pay is associated with higher levels of by and large (work) fulfillment (see, for occasion, Heywood & Wei, 2006; Green & Heywood, 2008).

HR experts are making it conceivable to persuade the representatives with the execution examination frameworks by giving them reasonable examinations as per their execution over a period of time. In arrange to have efficiency, worker ought to be propelled and ought to be fulfilled with their work and have dependability with the organization (EPstein,1992). n the developing age of commerce and markets, human asset is the huge resource of the organization; in case the organization isn't keeping well with its labor work constrain, at that point it might get into inconvenience.

To conclude, a voluminous writing is committed to the examination of single, contextual factors of the PA process or the rater-ratee relationship which are at that point related to by and large job satisfaction. Moment, earlier thinks about are analyzing contrasts inside circumstances that all had appraisal frameworks in put. Subsequently, the generally address, i.e. the impact an execution of a formal PA framework has on work fulfillment, has not been considered however. Besides, it is vital to note that existing inquire about is primarily based on cross-sectional information sets with a little number of observations, which uncovers major recognizable proof issues “making it incomprehensible to draw inferences of causality or run the show out the plausibility of turn around causality.” (Kuvaas 2006).

CHAPTER: 4

4.0 FINDINGS & DISCUSSION

4.1 Data Analysis and Interpretation

Data has been analyzed based different calculation since the sample size $n > 30$ so, Z-test has done and Pie diagram has been used for interpretation and graphical presentation of the data.

4.1.1: Hypothesis Development

With a view of fulfilling the objectives some relevant hypothesis have been formulated for this study:

1. H_A : HRD of Banglalion Communications Ltd operating Performance Appraisal procedure properly.
2. H_A : Performance review area done on factors preferred by employees.
3. H_A : Employees performance on the job are evaluated fairly according to the KPI's.
4. H_A : After every appraisal BCL initiating improvement plan for employees.
5. H_A : Based on the employee's performance they are getting benefitted and being promoted
6. H_A : Employees are satisfied with their performance appraisal system.

4.1.2: Hypothesis Scale

In order to analysis the data a 5-point Likert scale has been used. The scale has been shown below:

Customer Opinion	Weighted Score
Strongly Disagree	1
Disagree	2
Neither Agree Nor Disagree	3
Agree	4
Strongly Agree	5

Table 6: Likert Scale

4.1.3: Hypothesis Table

	Strongly agree (5)	Agree (4)	Neither agree nor disagree (3)	Disagree (2)	Strongly disagree (1)	Total	Average	Standard deviation	Z-cal Value
H₁	8	15	9	5	3	140	3.5	1.18	5.35
H₂	2	10	8	19	1	113	2.8	1.01	1.87
H₃	10	22	4	3	1	157	3.9	0.94	9.41
H₄	5	12	2	18	3	118	2.9	1.26	2.01
H₅	3	9	7	18	3	111	2.8	1.12	1.69
H₆	5	12	7	8	8	118	2.95	1.36	2.09

Table 7: Hypothesis Calculation

4.1.4: Hypothesis Formula

For this research I have followed the z test method and collect the information by 5 point likert scale.

Result Findings: MS Office

For analysis of data Microsoft Word, different tables and graphs were used to make the data meaningful.

$$\text{Total} = \text{Response} * \text{Likert Scale Standard} \qquad \text{Average } (\bar{X}) = \frac{\text{Total}}{\text{Sample Size}}$$

$$\text{Standard Deviation (S)} = \sqrt{\text{Response} \left(\frac{\text{Likert Scale Standard} - \text{Average}}{n-1} \right)^2 \rightarrow +R2..+ R5}$$

Z test

The following formula has been followed:

$$Z \text{ test} = \frac{\bar{X} - \mu}{S / \sqrt{n}}$$

μ = mean value

n = sample size

S = Sample Standard deviation

$$\bar{X} = \text{Average } \{ \text{Total} / n \}$$

4.2: Hypothesis Testing

Hypothesis: 01

H₀: HRD of Banglalion Communications Ltd are not operating Performance Appraisal procedure properly.

H_A: HRD of Banglalion Communications Ltd operating Performance Appraisal procedure properly.

$$H_A: \mu > 2.5$$

$$H_0: \mu = 2.5$$

$$n = 40$$

Here,

$$\bar{X} = 3.50$$

$$S = 1.18$$

$$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 5.35$$

At 5% level of significance, follows Z -distribution $Z_{0.05} = 1.645$

Since $Z_{cal} > Z_{tab}$ the null hypothesis is rejected. So at 5% level of significance, it can be said that, HRD of Banglalion Communications Ltd operating Performance Appraisal procedure properly.

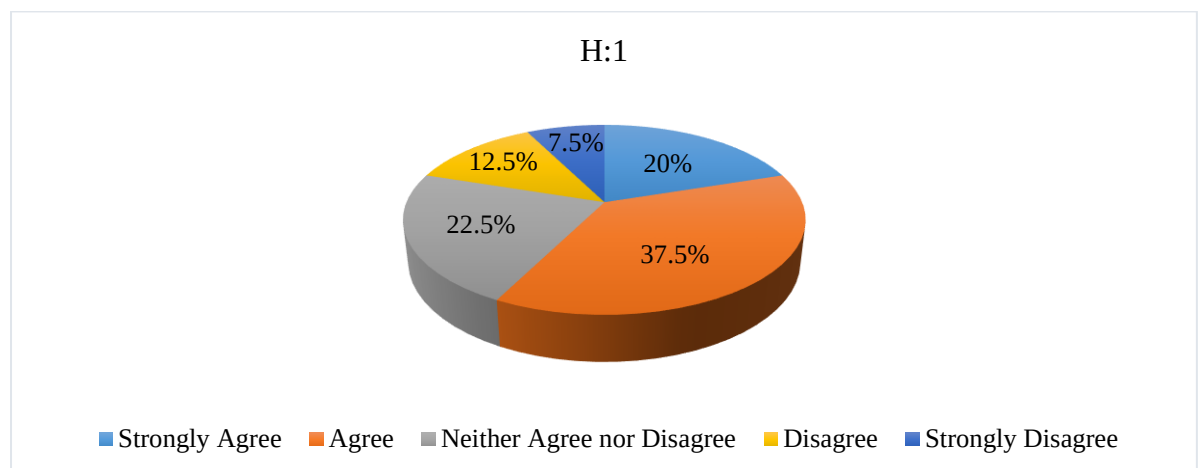


Figure 1: Respondent's Feedback (H:01)

Hypothesis: 02

H₀: Performance review done on factors are not preferred by employees

H_A: Performance review area done on factors preferred by employees

$$H_A: \mu > 2.5$$

$$H_0: \mu = 2.5$$

$$n = 40$$

Here,

$$\bar{X} = 2.8$$

$$S = 1.01$$

$$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 1.87$$

$$Z_{cal} < Z_{tab}$$

At 5% level of significance, Z distribution $Z_{0.05} = 1.645$,

Since $Z_{cal} < Z_{tab}$, the null hypothesis is accepted. So at 5% level of significance, it can be said that performance review done on factors are not preferred by employees.

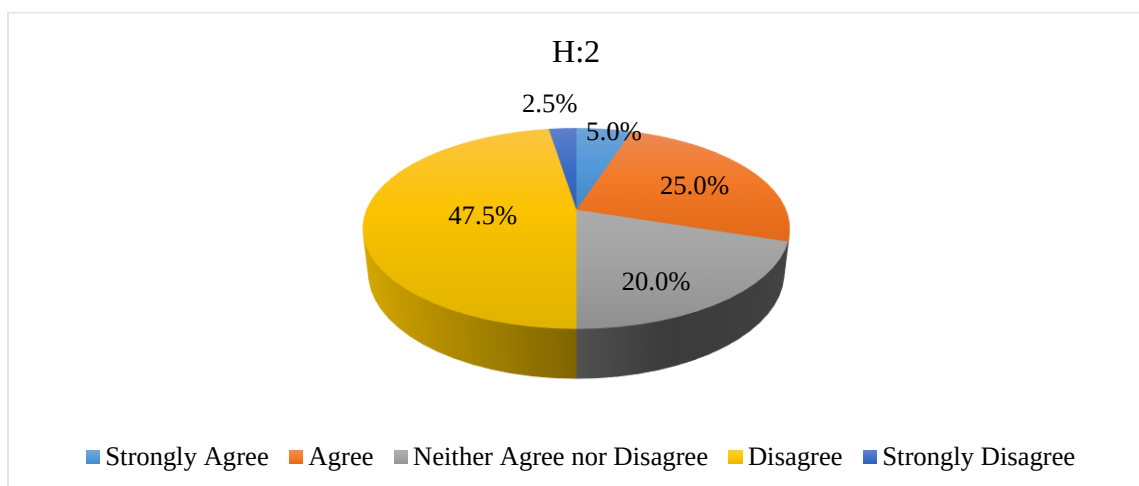


Figure 2: Respondent's Feedback (H:02)

Hypothesis: 03

H₀: Employees performance on the job are not evaluated fairly according to the KPI's

H_A: Employees performance on the job are evaluated fairly according to the KPI's

$$H_A: \mu > 2.5$$

$$H_0: \mu = 2.5$$

$$n = 40$$

Here,

$$\bar{X} = 3.9$$

$$S = 0.94$$

$$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 9.41$$

At 5% level of significance, follows Z -distribution $Z_{0.05} = 1.645$

Since $Z_{cal} > Z_{tab}$ the null hypothesis is rejected. So at 5% level of significance, it can be said that employee's performance on the job are evaluated fairly according to KPI's.

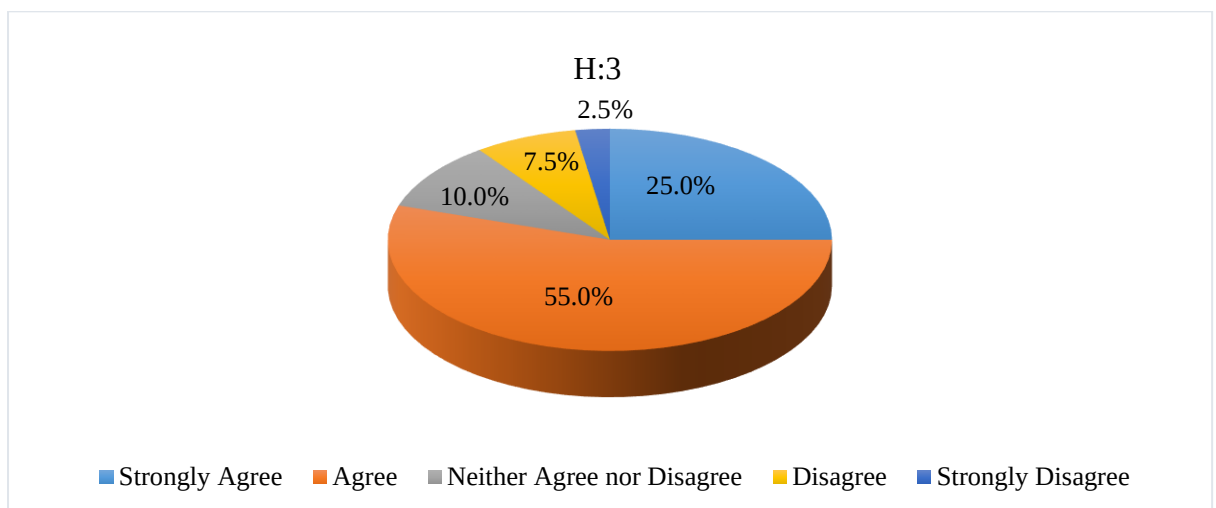


Figure 3: Respondent's Feedback (H:03)

Hypothesis: 04

H₀: After every appraisal BCL does not initiate improvement plan for employees.

H_A: After every appraisal BCL initiating improvement plan for employees.

H_A: $\mu > 2.5$

H₀: $\mu = 2.5$

n = 40

Here,

$\bar{X} = 2.95$

S = 1.26

$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 2.01$

At 5% level of significance, Z distribution $Z_{0.05} = 1.645$, Since $Z_{cal} > Z_{Tab}$, the null hypothesis is accepted. So at 5% level of significance, it can be said that after every appraisal BCL does not initiate improvement plan for employees.

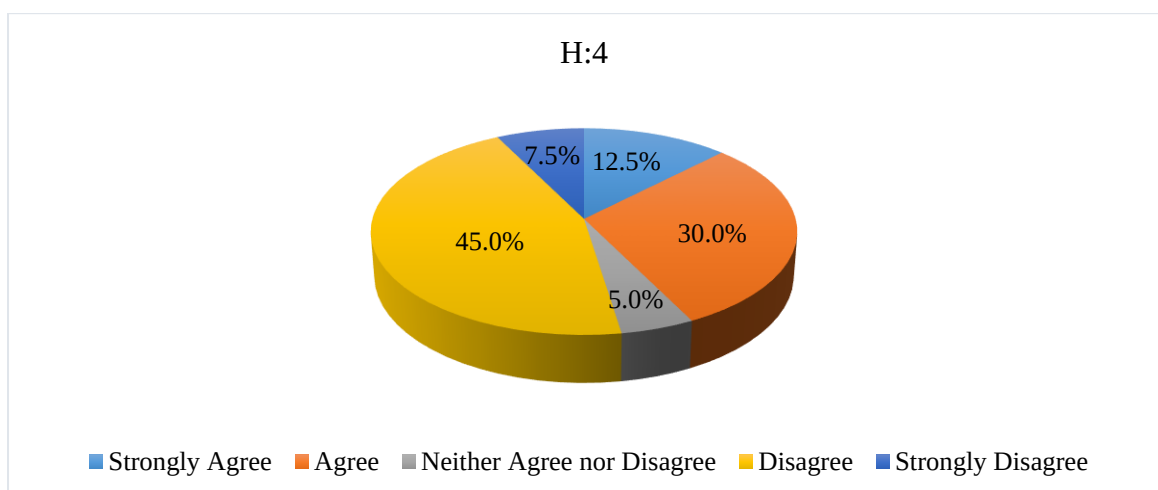


Figure 4: Respondent's Feedback (H:04)

Hypothesis: 05

H₀: Based on the employee's performance they are not getting benefitted and being promoted

H_A: Based on the employee's performance they are getting benefitted and being promoted

$$H_A: \mu > 2.5$$

$$H_0: \mu = 2.5$$

$$n = 40$$

Here,

$$\bar{X} = 2.8$$

$$S = 1.12$$

$$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 1.69$$

At 5% level of significance, Z distribution $Z_{0.05} = 1.645$, Since $Z_{cal} < Z_{Tab}$, the null hypothesis is accepted. So at 5% level of significance, it can be said that Based on the employee's performance they are not getting benefitted and being promoted.

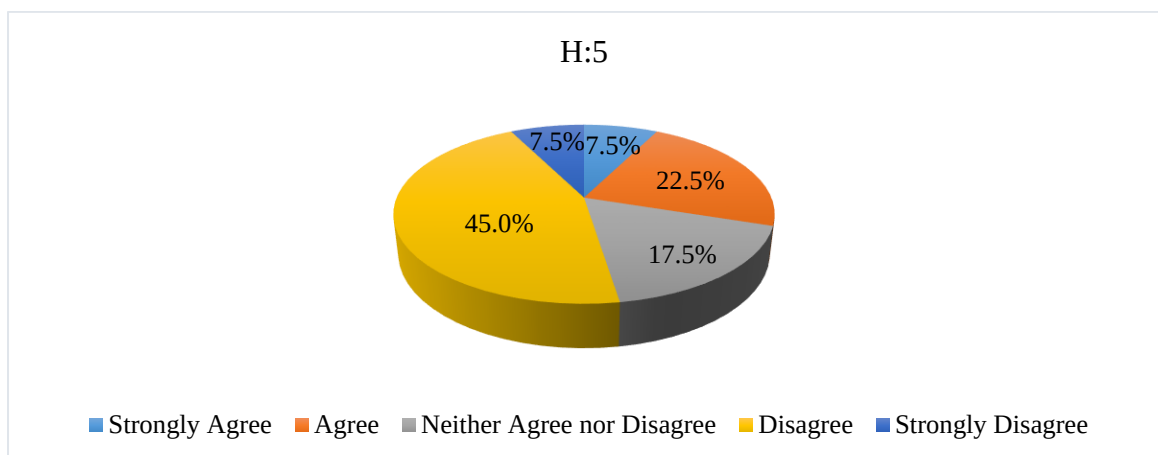


Figure 5: Respondent's Feedback (H:05)

Hypothesis: 06

H₀: Employees are not satisfied with the Performance Appraisal system.

H_A: Employees are satisfied with the Performance Appraisal system.

H_A: $\mu > 2.5$

H₀: $\mu = 2.5$

n = 40

Here,

$\bar{X} = 3.0$

S = 1.36

$Z_{cal} = (\bar{X} - \mu) / (S / \sqrt{n}) = 2.09$

At 5% level of significance, Z distribution $Z_{0.05} = 1.645$, Since $Z_{cal} > Z_{Tab}$, the null hypothesis is accepted. So at 5% level of significance, it can be said that employees are satisfied with the Appraisal system.

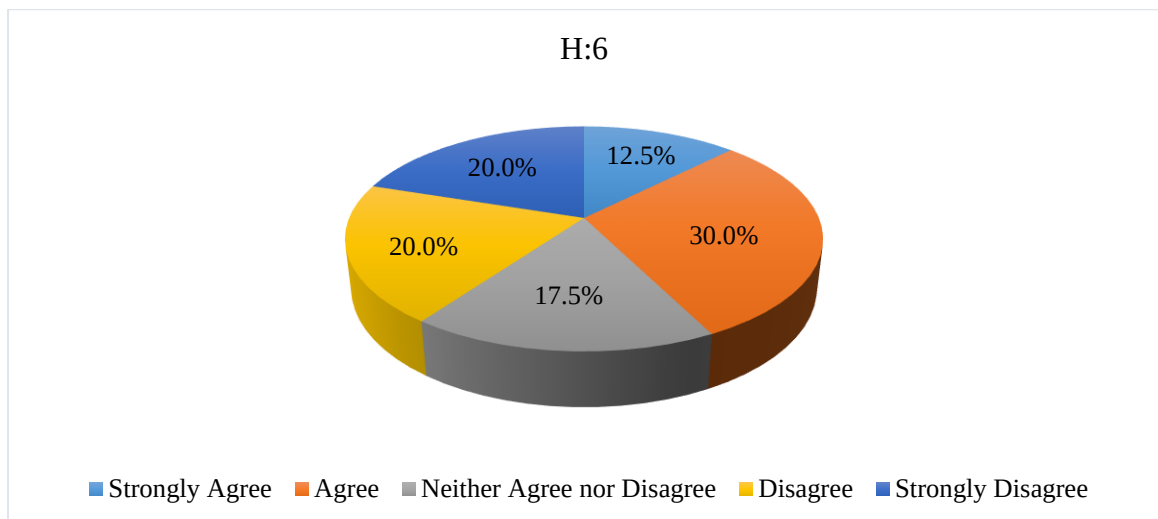


Figure 6: Respondent's Feedback (H:06)

4.3: Findings

1. From the hypothesis 1, I have found that 20% of respondents are strongly agreed, 37.5% are agreed, 22.5% respondents are neither agreed nor disagreed, 12% respondents are disagreed and 7.5% respondents are strongly disagree and alternative hypothesis is accepted. Here Null Hypothesis (H_0) rejected. So it can be said that, HRD of Banglalion Communications Ltd operating Performance Appraisal procedure properly.
2. From the hypothesis 2, I have found that 5% of respondents are strongly agreed, 25% are agreed, 20% respondents are neither agreed nor disagreed, 47% respondents are disagreed and 2.5% respondents are strongly disagree and Null Hypothesis (H_0) accepted. So it can be said Performance review done on factors are not preferred by employees.
3. From the Hypothesis 3, I have found that 25% of respondents are strongly agreed, 55% are agreed, 10% respondents are neither agreed nor disagreed, 7.5% respondents are disagreed and 2.5% respondents are strongly disagree and Null Hypothesis (H_0) rejected. So it can be said, Employees performance on the job are evaluated fairly according to KPI's.
4. From the Hypothesis 4, I have found that 12.5% of respondents are strongly agreed, 30% are agreed, 5% respondents are neither agreed nor disagreed, 45% respondents are disagreed and 7.5% respondents are strongly disagree and Null Hypothesis (H_0) accepted. So it can be said, after every appraisal BCL does not initiate improvement plan for employees

5. From the Hypothesis 5, I have found that 7.5% of respondents are strongly agreed, 22.5% are agreed, 17.5% respondents are neither agreed nor disagreed , 45% respondents are disagreed and 7.5% respondents are strongly disagree and Null Hypothesis (H_0) accepted. So it can be said, based on the employee's performance they are not getting benefitted and being promoted.
6. From the Hypothesis 6, I have found that 12.5% of respondents are strongly agreed, 30% are agreed, 17.5% respondents are neither agreed nor disagreed , 20% respondents are disagreed and 20% respondents are strongly disagree and Null Hypothesis (H_0) accepted. So it can be said, Employees are not satisfied with the Performance Appraisal system.

CHAPTER: 5

5.0 CONCLUSION, RECOMMENDATION

5.1: Recommendations

From my practical experience and Knowledge I have some recommendation for the organization and I hope viewers will appreciate my perception.

1. From the survey I have found that many employees do not have proper knowledge about the term Performance Appraisal. So in that case, when an individual joining HRD should provide proper information about performance appraisal procedure that employee at least knows the organization is concern about them.
2. I have found sometime bosses are reviewing employees performance casually, I think they need more concern when they are reviewing employees performance it will helps to get the accurate result and the appraisal system will be complete fairly.
3. HRD of BCL Performance review system based on some fixed criteria. They are not reviewing employees based on their preferred criteria so in that case they should allow the employees preferred area in the review system that employee can participate and share their strength point of view.
4. For conducting the appraisal system more accurately and fairly representative from HR should directly involve on the spot of review.
5. Only reviewing employees performance is not enough. HRD should ensure proper benefit and development plan for each employees based on their performance.

5.2: Conclusion

It was a great experience to know them in these three months on BCL for my project. It was also a learning opportunity to talk with some highly skilled and experienced people, who will always have a great influence on my future career. From the organizational practice, I have seen some difference in practical work field and my subjective knowledge. However, as a student of Human Resource Management I believe it is very important to think for the organization but we cannot ignore our employees. HR job is to provide employee such environment where they can continuously learn and develop themselves. But the real scenario sometimes does not match with what we learn and our personal ethics.

I distinguish that, it is very difficult for organization to work 100% appropriately. However, they run, there will be some problem exist but the problem should not turn into disease. For being a success organization, creating value for the personnel is very important because a satisfied employee always dedicated for the organization. From my point of view those individuals working in HRD at Banglalion Communications Ltd they are not giving their best effort due to management barriers but the organization should be more focused on securing others rights.

5.3: References

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5.4: Survey Questionnaire

Dear Respondent,

I am **Rumana Akhter** student of MIHRM (Masters in International Human Resource Management), at **UIU- United International University**. I am doing my Project report on Banglalion Communication Limited in Gulshan-1, Silver Tower and conducting a survey on **“Effect of Performance Appraisal on Employee Satisfaction.”** As a partial fulfillment of the project.

Would you mind giving me few minutes to answer some questions? Answering the questions will be highly acknowledged and esteemed. Thank you for your kind cooperation.

Let me assure you that all the information provided by you will be used only for academic purpose and kept under strict secrecy.

[Please put (√) tick in the specified boxes and write down your comments in the specified space.]

(Information of Respondents)

Employee's Designation: Year of Experience:
Gender: ☐ Male ☐ Female
Age: ☐ 18- 25 years ☐ 26-35 years ☐ 36-45 years ☐ above 45 years

1) HRD of Banglalion Communications Ltd Operating Performance Appraisal Procedure Properly?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

2) What Do You Think HRD Performance Review Done on Factors Preferred by Employees?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

3) Do You Think Your Performance on the Job Are Evaluated Fairly According to KPI's?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

4) After Every Appraisal, HRD Initiating Development Plan for Employees?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

5) Based on The Performance Have You Ever Benefitted or Being Promoted?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

6) Are You Satisfied with Organizational Performance Appraisal System?

☐ Strongly Disagree ☐ Disagree ☐ Neither Agree nor Disagree ☐ Agree ☐ Strongly agree

Please Write Your Recommendation Here

Thank You