

Internship Report on
Employees Feedback on Existing Performance
Appraisal System of Rangs Group

BUS 699

Prepared For

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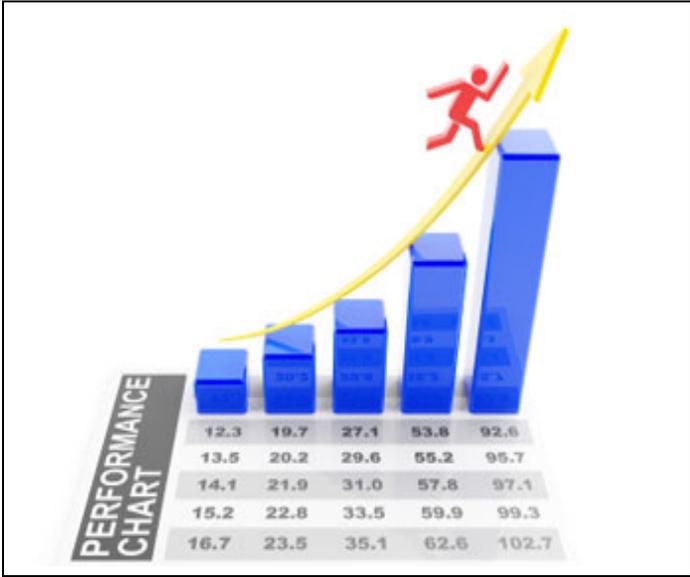
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MBA (Major in HRM)

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Employees Feedback on Existing Performance Appraisal System of Rangs Group

RANGS
G R O U P

Letter of Transmittal

August 26, 2015

Md. Tamzidul Islam

Senior Lecturer

BRAC Business School

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Subject: Submission of Internship Report.

Dear Sir,

This is the report on —**Employees feedback on Existing Performance Appraisal System of Rangs Group**, that is a requirement for fulfillment of HRM course and it is my pleasure to present it before you.

I have tried my best to follow your guidelines in every aspect on my report. I have collected what seems to be most important information to make my report as specific and coherent as possible. I enjoyed the challenges of preparing the report with an opportunity to increase the understanding of business prospects for Bangladesh. I am earnestly thankful to you for your guidance during the preparation of this report. I hope you will appreciate my effort put forth hereby.

Sincerely yours,

Arunima Das

ID: 13164056

MBA (Major in HRM), BRACU

Acknowledgement

First of all, I would like to thank the Almighty for giving me the knowledge and health which are incomparable to anything! After that, I would like to thank to my honorable faculty supervisor Mr. Md Tamzidul Islam for providing me with the opportunity to observe and analyze such an interesting topic and, moreover for his invaluable guidance, suggestions and advice.

I would like to express my gratitude to Mr. Mohammad Nazrul Islam, Head of Corporate HR and Mr. Syed Abdullah Morshed, Deputy Manager, HR, Corporate Division whose earnest cooperation and guidance have made this project as proximate to perfection. I would also like to thank my organizational colleagues for their sincere cooperation during the completion of my internship project.

I would also like to express my gratitude to Mr. Romo Rouf Chowdhury, Managing Director of Rangs Group. My sincere thanks goes to the various personnel I had contacted of this organization for the completion of this project for their invaluable and timely cooperation and all others who helped me to complete this internship project.

Executive Summary

As a part of the Internship Program of Masters of Business Administration program at BRAC University, I have been assigned for doing an internship project at RANGS Group under corporate HR. In Rangs Group, I have been assigned for completing day to day HR activities such as manpower planning, leave encashment, mobile bill analysis, CV screening, assistance in interview and so on.

I am grateful to get such an opportunity to make my internship report on **“Employees Feedback on Existing Performance Appraisal System”**. I have randomly selected 35 employees among huge number of employees and my concerned SUBs were Rang Group (Corporate Division), Rangs Autos Limited, Rangs Automobile Limited, Rangs Industries Limited and Rangs Workshop Limited. My attempt is to understand the employees’ satisfaction level regarding ongoing system of performance appraisal. I have made some statements against what they had to put a tick sign on whether they are strongly agree, somewhat agree and strongly disagree to assess their feeling.

Performance appraisal is very important to manage the talents in the organization so that they feel that they are being cared and they have the career growth opportunities. In this competitive market, as candidates are not getting good job on the other hand organizations are also not getting potential candidates. After giving the training to the potential employees if organization fails to motivate them or does not assess properly to the performance of employees then they will switch the organization what will ultimately organization lost its productivity. Also their training cost and time value will get waste. So through proper performance appraisal employers need to attract the employees’ attention toward work and motivate them to retain with the organization for longer period.

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Chapter 1: Introduction

- **History of Rangs Group**
- **Business Segments**
- **Strategic Business Units**
- **Vision**
- **Mission**
- **Values**
- **Products and Service offerings**
- **Operational network Organogram at Corporate Division**

1.1 History of Rangs Group

Rangs Group is a diversified and growing Group of Companies representing Global brands in Bangladesh. Rangs is a well known name in business sector in Bangladesh since 1979. Rangs Group is one of the premier conglomerates in Bangladesh. With headquarters in Tejgaon, Dhaka, they conduct business countrywide. Driven by the passion to be the best and with a team of unique professionals, it brings trusted brands of the world within the reach of everyone in Bangladesh.

Small, medium and large family owned businesses dominate over Bangladesh's \$100 billion (\$288 billion in PPP GDP) economy, which has been growing at over 5 percent a year since 1995.

Rangs Group started its journey as a single business unit in 1979 and now has grown successfully in multiple sectors. Striving to implement the practical initiatives required achieving its vision and guided by a relentless focus on values, the group maintains close relations with its foreign principals thereby guaranteeing quality products and efficient service to their valued customers. Rangs Group believes in delivering operational excellence to meet commitments. For the progression of its mission it has diversified and grown to be one of the largest industrial and trading conglomerates of the country under the same management. With diversification and a rich variation of products it has earned repute among Bangladeshi people as a distributor of premium and quality brands and services.

1.2 Business Segments

- Automobiles
- Electronics
- Finance, Securities & Banking
- Fisheries
- Garments
- ICT
- Insurance
- Media & Publications
- Petrochemicals
- Pharmaceuticals
- Real Estate
- Services, Maintenance & Security
- Telecom

1.3 Strategic Business Units

- Automobiles
 - Rancon Automobiles Limited
 - Rancon Imports Limited
 - Rancon Motor Bikes Limited
 - Rancon Motors Limited
 - Rancon S Ltd
 - Rancon Service Center Limited
 - Rangs Limited
 - Rangs Motors Limited
 - Rangs Workshop Limited
- Electronics
 - Rangs Industries Limited
- Finance, Securities & Banking
 - Bank Asia Limited
 - Premium Securities Limited
- Fisheries
 - Sea Resources Group of Companies
- Garments
 - Rancon Sweaters Limited
- ICT
 - Ranks ITT Limited
- Insurance
 - Reliance Insurance Limited
- Media & Publications
 - Dainik Shokaler Khobor Publications Limited
 - Media World Limited
- Petrochemicals
 - Gulf Oil Bangladesh Limited
 - Ranks Energy Limited
- Pharmaceuticals
 - Rangs Pharmaceuticals Limited
- Real Estate
 - Rancon Engineering Limited
 - Rangs Properties Limited
- Services, Maintenance & Security
 - Rancon Services Limited
 - Shield Security Services Limited
- Telecom
 - Ranks Telecom Limited

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1.4 Vision

We set our vision to be a leader and role model in diversified business sectors that cater to every growing human need.

1.5 Mission

We constantly strive to implement the practical initiatives required to achieve our vision guided by relentless focus on our values. In doing this, we deliver operational excellence in every corner of the company and meet or exceed our commitments to the community we serve.

1.6 Values

Over the years Rangs is providing customers with the very best in product selection and service. The group continually invests in modernizing its management system and designs specific in-house training programs targeted towards improving the creative abilities of its people. Rangs is confident that the trust and goodwill of its customers. The vast experience of its management, and the dedication of its work force, will enable the organization to lead Bangladesh towards a prosperous future. Their values are

-Integrity

-Commitment

-Passion

-Determination

-Speed

1.7 Product/service offerings

As Rangs has multiple business sectors they are providing different category product and services. Such as Automobile, Real-estate, Construction, Renewable Energy, Servicing, Media & Publications, Telecommunication etc. Here for product and services we can say about electronic broadcasting, real estates and automobile sectors in details. Brands Of Rangs Group are:

- Mercedes-Benz
- Mitsubishi
- SUZUKI

- Zotye
- JMC.
- DFSK.
- Mahindra
- RanksTel
- Dainik Shokaler Khobor

Rangs Electronics Ltd.: Such as Rangs Electronics Ltd. started with only one brand -12|| Black & White TV, Since then, the brand lineup has increased to more than 20 and the product lineup to 450. The product lineup of Rangs Electronics Ltd. has increasing day by day. REL is now the leading marketing, selling and distributing company has the reputation of being a pioneer in the field of Consumer Electronics, Home & Kitchen Appliance, Broadcast & Content Creation, Medical Equipments technology in Bangladesh. Rangs Electronics Ltd. is presently occupying 30% of total Electronics and Home Appliances market share in Bangladesh.

Rangs Properties Limited: Rangs Properties Limited is a leading property developer of modern buildings that are the representations of architecture at its best. Rangs Properties Limited has built luxurious apartments and commercial complexes in many prime locations of the country. They do not compromise when it comes to locations, selection of architects, technology, engineering, eco-friendliness, construction materials, systematic monitoring and reliable after-sales service.

Service:

- Complete Auto 'Computerized Diagnosis' for any vehicle and brand name
- Quick 'Oil & Lubricant', ATF replacement and for all names and models.
- Brake and Suspension work for all names and models
- All Electric and Automatic Transmission related repair work.
- World class 'Paint Booth' combined with master painter and their high tech gears to paint your vehicle to its original color & shinning.

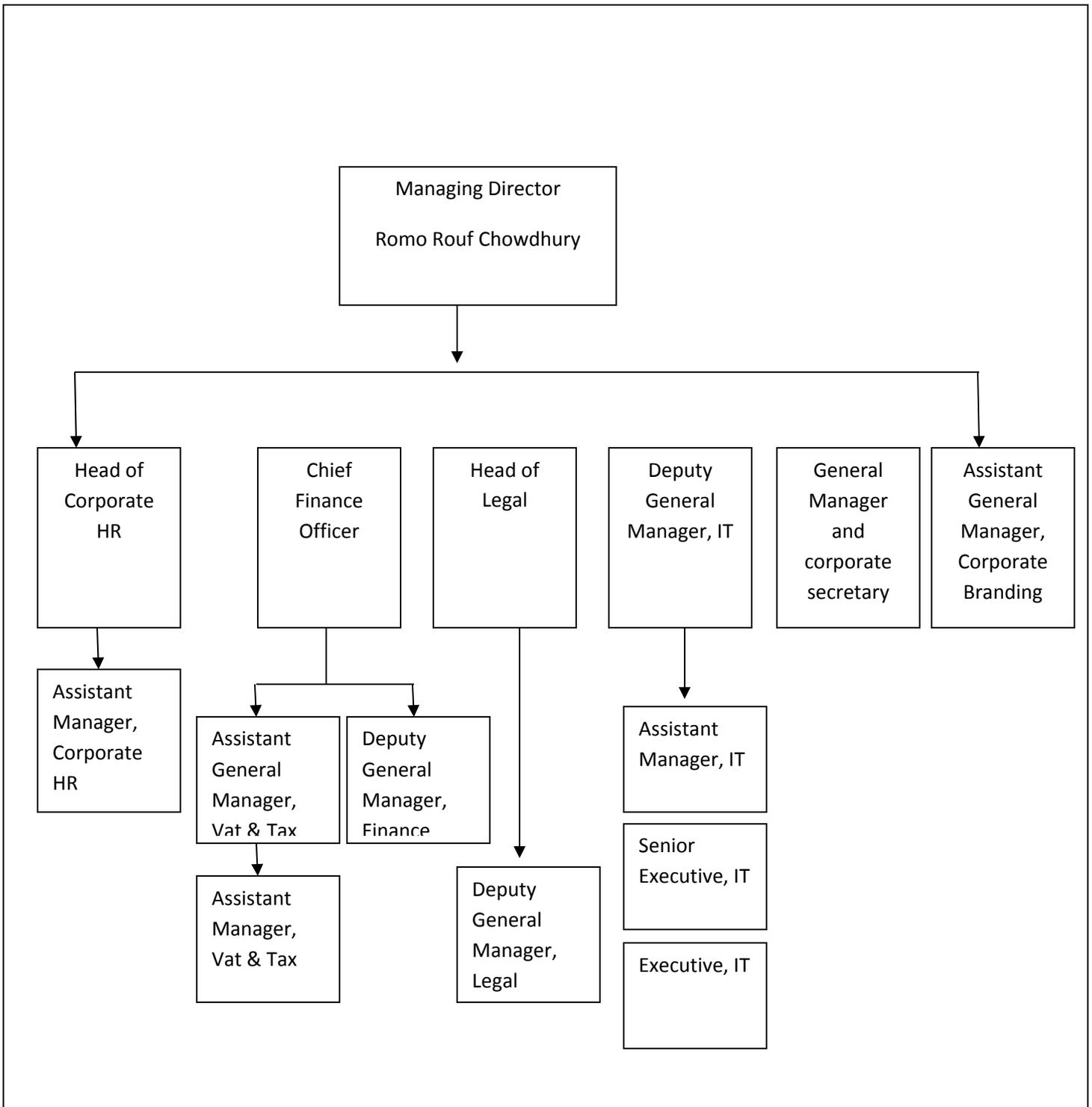
- Experienced team of 'Denting Mechanics' can bring your accidental vehicle back to its original form and performance.
- Complete 'Engine Overhauling' capability with genuine replacement kit from Japan.
- Complete Auto A/C repair work and new installation (single and dual) to any vehicle
- CNG conversion for all vehicles.
- Computerized ' Wheel Alignment' and 'Wheel Balancing'.
- Six lanes Vehicle Washing.
- Towing facility within Dhaka Metro area

Spares:

Once if any one experiences Mitsubishi quality, he/she will never wish to compromise it. That's why Rangs encourage always servicing their Mitsubishi with Genuine Mitsubishi Parts. Organizational Profile 12 Customer's vehicle will retain more of its value, and it will continue to provide all the comfort, style, performance and security customers expect from a Mitsubishi. With access to over 100,000 parts, Mitsubishi retailers offer the best selection of Genuine Mitsubishi Parts.

1.8 Operational network Organogram at Corporate Division

To ensure that all employees are aware of the various department and functional organizations, name of supervisory persons, etc., the Corporate HR Department is responsible for monitoring and when necessary periodically updating and issuing organization charts. The Corporate HR Department shall distribute copies of respective organization charts to each Business Unit Head/Functional Head, who will then make them available as they deem necessary for the information of others in the Business Unit/Function. No Business Unit or Function will have organization chart of its own without having the same approved or amended in a prescribed manner through Corporate HR Department.



Organogram: Corporate Division

Chapter 2: Job Specification

- **Nature of Work- Human Resources**
- **Work Process of Corporate HR along with Other SBU's HR**
- **My Specific Responsibilities of the job**
- **Critical Observation**

2.1 Nature of Work- Human Resources

The Human Resource provides advice and assistance to supervisors and staff. This may include information on training needs and opportunities, job descriptions, performance reviews and personnel policies of the board.

- HRM involves management functions like planning, organizing, directing and controlling.
- It involves procurement, development, maintenance and management of human resource.
- It helps to achieve individual, organizational and social objectives.
- HRM is a mighty disciplinary subject. It includes the study of management psychology communication, economics and sociology.
- It involves team spirit and team work.

The position human resources coordinates the staff recruitment process .The Human Resource Officer provides advice and support to supervisors and staff selection committees and ensures that they have accurate and timely information in order to make effective decisions. Failure to provide adequate advice or assistance may result in lost opportunities for staff development, poor staff morale, financial loss to staffs for residents and a loss of credibility for the Chief and Council.

2.2 Work Process of Corporate HR along with Other SBU's HR

	Function al area	Freq uenc y	Task(s) to be done	Responsibilities of HR	
				SBU HR	Corpor ate HR
HR Planning	HR Status	Week ly	▪ Maintain and update HR status of all SBU/Division	√	-
			▪ Send report to Corporate HR after compilation of data	√	-
			▪ Maintain updated HR status of all SBU/Division of RG	-	√

Recruitment & Selection	Organizational chart	Weekly	▪ Maintain and update organizational chart of SBU	√	-	
			▪ Send updated organizational chart to Corporate HR	-	-	
			▪ Maintain updated organizational chart of all SBU/Division of RG	-	√	
	Recruitment			▪ Ensure that all recruitments are based on the organizational chart which is approved by the management	√	√
				▪ Ensure that all additional HR requisition are initiated after taking proportionate additional target apart from set target of the concern division/department	√	-
				▪ Employee requisition raising along with Role Profile (JD) as well as approval from Head of Operation	√	-
				▪ Preparing the job announcement/advertising	√	-
				▪ Select appropriate media and collect the approval for publication of the job advertisement	√	
				▪ Give the insertion for publication of the advertisement	√	
				▪ Forward the advertisement bill to the Finance & Accounts	√	
	Selection			▪ Collect/receive the job applications/CVs	√	√
				▪ Short listing the job applications based on Role Profile	√	-
				▪ Fix up a date in consultation with Head of Operation for conducting the preliminary interview	√	-
				▪ Conducting/Coordinating the preliminary interview	√	-
				▪ Send the final list to the Corporate HR along with the copy of Role Profile for MD's interview	√	-
				▪ Fix up a date in consultation with MD for conducting the final interview (this is not applicable for recruiting the non-management employee. In such cases Head of Operation will be the final authority)	-	√
				▪ Conducting/Coordinating the final interview	-	√
				▪ Preparing the list of finally selected candidates	-	√
				▪ Sending the list of finally selected candidates along with job applications, CVs and other relevant documents to the concerned SBU HR	-	√
▪ Negotiation with the incumbent, Preparation of recruitment proposal, appointment letter and collecting the approval(s)/signature(s) from management				√	-	
▪ Collecting the approvals of the recruitment proposal and appointment letters from the management				√		
▪ Handing over the appointment letter, job description and other relevant documents to the finally selected candidates				√	-	

		<ul style="list-style-type: none"> ▪ Follow up and confirm the joining date 	√	-
		<ul style="list-style-type: none"> ▪ Finalizing the sitting arrangements, logistics supports and other benefit entitlements in consultation with Head of Operation and Head of HR 	√	-
Placemen t		<ul style="list-style-type: none"> ▪ Prepare an induction plan before joining of the new employee 	√	-
		<ul style="list-style-type: none"> ▪ Prepare a brief introduction/profile of the new employee 		
		<ul style="list-style-type: none"> ▪ Receive the new employee with welcoming attitudes 	√	-
		<ul style="list-style-type: none"> ▪ Collect the joining letters along with other relevant documents 	√	-
		<ul style="list-style-type: none"> ▪ Introduce the new employee to the Head of Operation and collect the acceptance of joining letter 	√	-
		<ul style="list-style-type: none"> ▪ Give brief introduction of organization and other relevant issues from HR point of view 	√	-
		<ul style="list-style-type: none"> ▪ Email the brief introduction/profile to the all employee of RG 	√	-
		<ul style="list-style-type: none"> ▪ Taking initiatives for bank accounts opening, business card and ID card 	√	-
		<ul style="list-style-type: none"> ▪ Implementation of the Induction Program/Plan 	√	-
		<ul style="list-style-type: none"> ▪ Handing over the logistics to the new employee 	√	-
		<ul style="list-style-type: none"> ▪ Open a personal file and preserve all the relevant documents 	√	-

2.3 My Specific Responsibilities of the job

I have been working as an intern at Rangs Group under corporate HR. My responsibilities was to

- Maintain the employees' database.
- Regular update the database if any changes occur such as new recruitment, transfer information and so on.
- Prepare the leave encashment after analyzing employees total late and leave throughout the year.
- Managing leave and late forms of employees.
- Make Analysis on usage of mobile bill.
- Conduct training evaluation and to make analysis report.
- Process employees' evaluation and make summary of performance appraisal.

- Assist in recruitment process.
- Preparing appointment letter for new employees.

2.4 Critical Observation

- Rangs Group provides good benefit packages to its employees and these benefits lead them to stay long term with the organization.
- Benefit packages of Rangs Groups are attractive salary, provident fund, subsidiary lunch facilities, and transport facilities for employees, profit sharing, increment and so on. Employees are satisfied with the organization due to this benefit package and good working environment.
- HR department at Rangs Group does not follow any automated system to maintain the regular HR updates. All these are done manually like signing of leave / late forms, maintaining the leave/ late forms, maintaining employee database and regular updates. All I found much disorganized set up of employees leave forms and databases. And it is very time consuming to find the leave forms of all employees of different concerns who have been taken leaves throughout the year to make their leave encashment statement.
- During each recruitment process, it was supposed to fill up a requisition form for required vacancy by the concerned person or department head from very before. But hardly the process is being followed; rather recruitment instruction is given when the urgency appears. And there HR has to find out the potential candidates through internal sources.
- They do not conduct any anticipation of future vacancy requirement as well as do not follow any proper procedure to get the potential candidates.

Chapter 3: Performance Appraisal

- **Introduction**
- **Objective of Performance Appraisal**
- **Methods of Measuring Performance**
- **Existing Performance Evaluation process at Rangs Group**

3.1 Introduction

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does.

It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze one's achievement and evaluated its contribution toward achievement of overall organizational goals. By focusing the attention on performance, performance appraisal goes to the hearts of personnel management and reflects the management's interest in the progress of employees.

People differ in their abilities and aptitudes. There is always some difference between quality and quantity of the same work on the same job being done by two different people. Therefore performance management and performance appraisal is necessary to understand each employee's abilities, competencies, relative merit and worth for the organization.

Performance Appraisal rates the employees in terms of their performance. Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of employees.

3.2 Objective of Performance Appraisal

- To review the performance of employees over a given period of time.
- To judge the gap between the actual and desired performance.
- To help the management in exercising organizational control.
- Helps to strengthen the relationship and communication between supervisor-subordinates and management- employees.

- To diagnose the strengths and weakness of the individual so as to identify the training and development needs of the future.
- To provide the feedback to employees regarding their past performance. Provide information to assist in the other personal information in the organization.
- Provide clarity of the expectation and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource function of the organization such as recruitment, selection, training and development.
- To reduce the grievance of the employees.

If employee's development is required for performance improvement then solving these performance problems should be straight forward with clear understanding of root causes. Possible approaches include changing the work environment, better prioritization of conflicting priorities, time off, additional training, shadow or buddy system, mentoring or coaching, changing team environment or set objective and so on.

3.3 Methods of Measuring Performance

Numerous methods have been devised to measure the quantity and quality of performance appraisals. Each of the methods is effective for some purposes for some organizations only. None should be dismissed or accepted as appropriate except as they relate to the particular needs of the organization or an employee.

Broadly all methods of appraisals can be divided into two different categories.

- Past Oriented Methods
- Future Oriented Methods

Past Oriented Methods

1. **Rating Scales:** Rating scales consists of several numerical scales representing job related performance criterions such as dependability, initiative, output, attendance, attitude etc. Each scales ranges from excellent to poor. The total numerical scores are computed and final conclusions are derived. Advantages – Adaptability, easy to use, low cost, every type of job can be evaluated, large number of employees covered, no formal training required. Disadvantages – Rater’s biases
2. **Checklist:** Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared. Here the rater only does the reporting or checking and HR department does the actual evaluation. Advantages – economy, ease of administration, limited training required, standardization. Disadvantages – Raters biases, use of improper weighs by HR, does not allow rater to give relative ratings
3. **Forced Choice Method:** The series of statements arranged in the blocks of two or more are given and the rater indicates which statement is true or false. The rater is forced to make a choice. HR department does actual assessment. Advantages – Absence of personal biases because of forced choice. Disadvantages – Statements may be wrongly framed.
4. **Forced Distribution Method:** here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution. Advantages – Eliminates Disadvantages – Assumption of normal distribution, unrealistic, errors of central tendency.
5. **Critical Incidents Method:** The approach is focused on certain critical behaviors of employee that makes all the difference in the performance. Supervisors as and when they occur record such incidents. Advantages – Evaluations are based on actual job behaviors, ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high. Disadvantages – Negative incidents can be prioritized, forgetting incidents, overly close supervision; feedback may be too much and may appear to be punishment.

6. **Behaviorally Anchored Rating Scales:** statements of effective and ineffective behaviors determine the points. They are said to be behaviorally anchored. The rater is supposed to say, which behavior describes the employee performance. Advantages – helps overcome rating errors. Disadvantages – Suffers from distortions inherent in most rating techniques.
7. **Field Review Method:** This is an appraisal done by someone outside employees' own department usually from corporate or HR department. Advantages – Useful for managerial level promotions, when comparable information is needed, Disadvantages – Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.
8. **Performance Tests & Observations:** This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful. Advantage – Tests may be apt to measure potential more than actual performance. Disadvantages – Tests may suffer if costs of test development or administration are high.
9. **Confidential Records:** Mostly used by government departments, however its application in industry is not ruled out. Here the report is given in the form of Annual Confidentiality Report (ACR) and may record ratings with respect to following items; attendance, self expression, team work, leadership, initiative, technical ability, reasoning ability, originality and resourcefulness etc. The system is highly secretive and confidential. Feedback to the assessee is given only in case of an adverse entry. Disadvantage is that it is highly subjective and ratings can be manipulated because the evaluations are linked to HR actions like promotions etc.
10. **Essay Method:** In this method the rater writes down the employee description in detail within a number of broad categories like, overall impression of performance, promoteability of employee, existing capabilities and qualifications of performing jobs, strengths and weaknesses and training needs of the employee. Advantage – It is extremely useful in filling information gaps about the employees that often occur in a better-structured checklist. Disadvantages – It is highly dependent upon the writing skills of rater and most of them are not good writers. They may get confused success depends on the memory power of raters.

11. **Cost Accounting Method:** Here performance is evaluated from the monetary returns yields to his or her organization. Cost to keep employee, and benefit the organization derives is ascertained. Hence it is more dependent upon cost and benefit analysis.

12. **Comparative Evaluation Method (Ranking & Paired Comparisons):** These are collection of different methods that compare performance with that of other co-workers. The usual techniques used may be ranking methods and paired comparison method.

- **Ranking Methods:** Superior ranks his worker based on merit, from best to worst. However how best and why best are not elaborated in this method. It is easy to administer and explanation.
- **Paired Comparison Methods:** In this method each employee is rated with another employee in the form of pairs. The number of comparisons may be calculated with the help of a formula as under $x(N-1) / 2$

Future Oriented Methods

1. **Management By Objectives:** It means management by objectives and the performance is rated against the achievement of objectives stated by the management. MBO process goes as under.

- Establish goals and desired outcomes for each subordinate
- Setting performance standards
- Comparison of actual goals with goals attained by the employee
- Establish new goals and new strategies for goals not achieved in previous year.

Advantage – It is more useful for managerial positions.

Disadvantages – Not applicable to all jobs, allocation of merit pay may result in setting short-term goals rather than important and long-term goals etc.

2. **Psychological Appraisals:** These appraisals are more directed to assess employees potential for future performance rather than the past one. It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics

affecting his performance. This approach is slow and costly and may be useful for bright young members who may have considerable potential. However quality of these appraisals largely depend upon the skills of psychologists who perform the evaluation.

3. **Assessment Centers:** This technique was first developed in USA and UK in 1943. An assessment center is a central location where managers may come together to have their participation in job related exercises evaluated by trained observers. It is more focused on observation of behaviors across a series of select exercises or work samples. Assesseees are requested to participate in in-basket exercises, work groups, computer simulations, role playing and other similar activities which require same attributes for successful performance in actual job. The characteristics assessed in assessment center can be assertiveness, persuasive ability, communicating ability, planning and organizational ability, self confidence, resistance to stress, energy level, decision making, sensitivity to feelings, administrative ability, creativity and mental alertness etc. Disadvantages – Costs of employees traveling and lodging, psychologists, ratings strongly influenced by assessee’s inter-personal skills. Solid performers may feel suffocated in simulated situations. Those who are not selected for this also may get affected.

Advantages – well-conducted assessment center can achieve better forecasts of future performance and progress than other methods of appraisals. Also reliability, content validity and predictive ability are said to be high in assessment centers. The tests also make sure that the wrong people are not hired or promoted. Finally it clearly defines the criteria for selection and promotion.

4. **360-Degree Feedback:** It is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree appraisals are useful to measure inter-personal skills, customer satisfaction and team building skills. However on the negative side, receiving feedback from multiple sources can be intimidating, threatening etc. Multiple raters may be less adept at providing balanced and objective feedback.

3.4 Existing Performance Evaluation process at Rangs Group

At Rangs Group for assessing the job performance of employees‘different developmental tools used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility etc. Employee‘s performance assessment confined to past as well as potential performance also.

Here also focused on behaviors as a part of assessment because behaviors do affect job results. Here the assessment has been done annually and during the time of performance evaluation provides all the evaluation form to the employees for evaluation data or score.

Set performance evaluation goals: Evaluation goals affect the following:

- Data collection methods
- Performance evaluation themes
- Time limits for evaluation

Foundations of performance evaluation by measuring objectives and results This mechanism involves setting the objectives to be achieved by the employee at the beginning of each evaluation period and follow them up to ensure achieving them. The following are the foundations of performance evaluation according to management by results and objectives:

- Set objectives for each employee depending on the department‘s strategic direction and the annual plans of its departments
- Employee‘s tasks and duties, as defined in his job description, are considered
- Objectives are determined by the direct supervisor in agreement with the employee.

- Objectives are determined at the beginning of each year. It is possible to set objectives for more than one year, provided that achievement rates and the desired results for each year are determined.

Distribute evaluation forms: Employee performance evaluation involves distributing evaluation forms to direct supervisors and the employees, and the periodic review of performance evaluation system and form to ensure efficient implementation.

Conduct performance evaluation and collect data

Data for the forms of each employee is collected, and the process of collecting forms from the employees and their direct supervisor is followed-up, within the specified time limit. Based on some objectives which are agreed between the supervisor and employee, performance measured. Typically there will be 6-8 clearly defined measurable objectives (cost, time, quality, quantity). For ratings follow the below scale-

Analyze data Upon completion of the compilation of evaluation forms and ensuring that all employee performance forms are filled out completely, each employee is evaluated separately. Evaluation data is analyzed by identifying the extent to which each objective has been achieved and measuring the performance indicator of each objective and then calculating overall achievement in the evaluation period.

The goals of the performance appraisal

- Facilitate communication of all aspects of performance between the employee and the supervisor
- Identify areas in which improvement and learning will help the employee become more successful in the future, allowing him/her to make further contributions to Rangs Group.
- Identify individual development needs, desires, and plans

- Establish a permanent record of the employee's work history that is as straight-forward and objective as possible
- Serve as a basis for establishing salaries in the Rangs pay-for-performance system
- To incorporate goals for meeting the employee's career development plan

Appraisals are discussed with employees and placed in their employment files. Employees have the opportunity to comment in writing on their evaluations and to discuss them fully with their supervisors. Refer to Performance Appraisal Instructions for additional appraisal instructions.

Observation & Recommendation In the performance appraisal process, I found some flaws.

- As employees don't have any goal or target, so they cannot judge their performance, which lead to grievance. So should have specific target.
- Another problem with the current system is; employees get promotion or increment on their performance, but according to me rather than giving promotion or increment, performance bonus or increment based on employee performance would be more profitable for the organization.
- Feedback is a step of performance evaluation process, if employees do not get any feedback on their performance, the get demotivated, here every year many employees do not receive their feedback on their performance.
- The unsatisfied employees are one of the major reasons of Rangs's high turnover rate. Need to focus on employees training and development.

Chapter 4: Project

- **Objective of Study**
- **Methodology**
- **Scope of the Study**
- **Limitations**
- **Research Analysis**
- **Descriptive Analysis and Explanation**
- **Over-all Result of Analysis and Findings**

4.1 Objective of Study

Primary Objective

The Objective of my project is to study and identify the employee's satisfaction level to the ongoing performance management and appraisal system of Rangs Group. I wanted to get the employees feedback on existing performance appraisal system.

Secondary Objective

- To study the purpose of performance appraisal conducted at Rangs Group
- To understand the Opinion of employees towards performance appraisal at BMW.
- To identify the effect of performance appraisal on individual and organizational development.
- To understand the existing relationship between management and employees.
- To identify the ways to improve existing performance appraisal system.

4.2 Methodology

I conducted survey on total 35 employees of Rangs Group. My survey sample was randomly selected. These 35 employees belong to 5 SBUs (Strategic Business Unit) and those were Rangs Group (Corporate Division), Rangs Automobile Limited, Rangs Properties Limited, Rangs Workshop Limited and Rangs Industries Limited. I have made 12 statements and show 3 point likeart scale. Those are strongly agree, somewhat Agree and strongly Disagree. For each statement the employee has to put a tick sign on whether they are strongly agree or disagree. After collecting my information regarding the employee's feedback on existing performance appraisal system, I made analysis on SPSS and found out frequency table and cross tabulation of the result of analysis.

4.3 Scope of the Study

- Management can identify the employee's opinion of existing performance appraisal system.
- It could be used to identify the training and development needs for the individual and organization as a whole.

4.4 Limitations

It is impossible to cope up all the activities during internship period and for that reason Limitations prevail while conducting the survey. Basic limitations while preparing the study were:

- Company's policy of not disclosing of some data and information for obvious reasons, which would have been very useful for the report.
- Some of the questions were incomplete.
- Few employees sometime were disturbed as they were busy with work.
- Sometimes it was difficult to collect data from their files because important files are kept in vault for safety.
- It's difficult to make information based a rich report in short time of period.
- This report is made in short time.

4.5 Research Analysis

Data Analysis and Interpretation

Here I have randomly selected 35 employees from five SBUs of Rangs Group to get the feedback on their existing performance appraisal system.

Frequency Distribution Table:

A frequency distribution is a table that displays the frequency of various outcomes in a sample. Each entry in the table contains the frequency or count of the occurrences of values

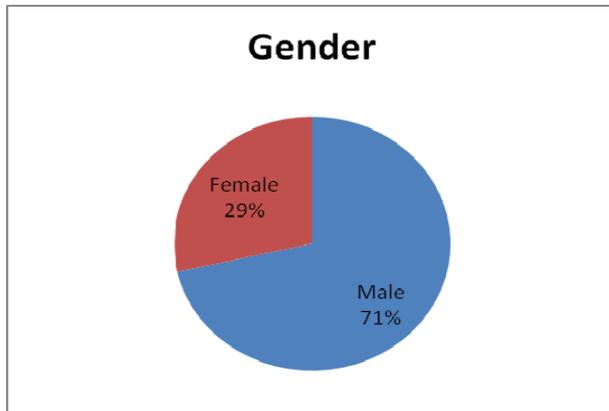
within a particular group or interval, and in this way, the table summarizes the distribution of values in the sample.

Here firstly I have shown the frequency distribution table against gender, age, SBUs and employee’s total experience in Rangs.

Gender wise Classification of Respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	71.4	71.4	71.4
	Female	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

Source: Primary Data

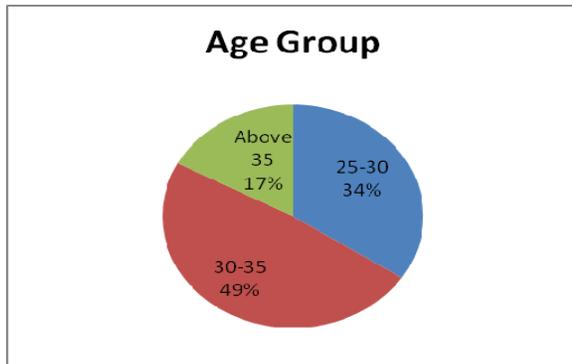


From this table and chart we can see that out of 35 respondents, male were 71% and 29% were female.

Age wise Classification of Respondents

Age Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	12	34.3	34.3	34.3
	30-35	17	48.6	48.6	82.9
	Above 35	6	17.1	17.1	100.0
	Total	35	100.0	100.0	

Source: Primary Data

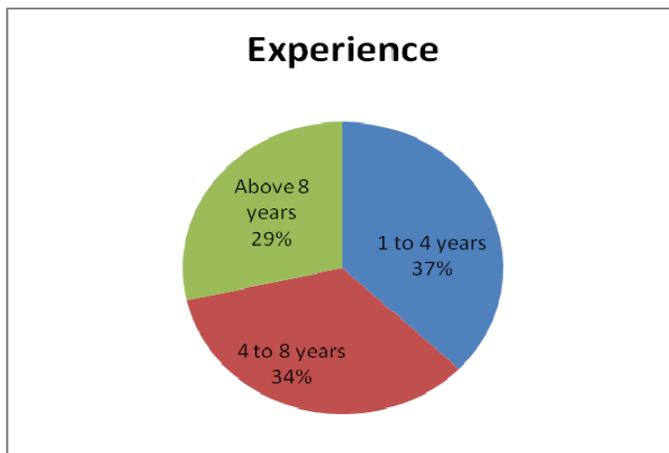


This table refers that, out of 35 respondents 49% of respondents are from the age group of 30 to 35, 34% of respondents are from age group of 25 to 30 and 17% of respondents are age group of above 35. Majority of respondents are from 25 to 30 of age group.

Experience wise Classification of Respondents

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 4 years	13	37.1	37.1	37.1
	4 to 8 years	12	34.3	34.3	71.4
	Above 8 years	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

Source: Primary Data

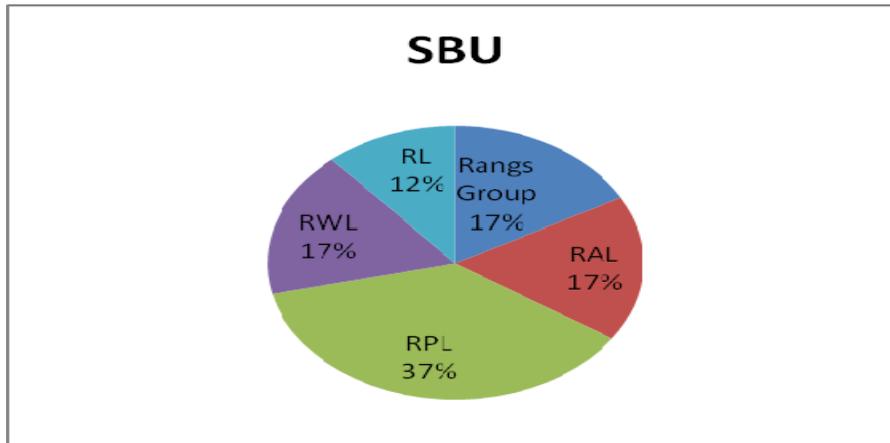


According to experience, the majority of respondent who are working with Rangs through 1 to 4 years are 37%. 34% of respondents are experienced from 4 to 8 years with Rangs, left 29% of respondents are above 8 years experienced with Rangs.

SBU wise Classification of Respondents

SBU					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rangs Group	6	17.1	17.1	17.1
	RAL	6	17.1	17.1	34.3
	RPL	13	37.1	37.1	71.4
	RWL	6	17.1	17.1	88.6
	RL	4	11.4	11.4	100.0
	Total	35	100.0	100.0	

Source: Primary Data



Here I have selected 5 SBUs who are operated under Rangs Group. Those are Rangs Group (corporate), Rangs Workshop Limited, Rangs Properties Limited, Rangs Industries Limited, Rangs Automobile Limited. As I have chosen randomly 35 respondents from 5 SBUs so the result shows that 37% of respondents are chosen Rangs Properties Limited, 17% from Rangs Workshop Limited, 17% from Rangs Group, 17% from Rangs Automobile Limited, and 12% from Rangs Limited.

4.6 Descriptive Analysis and Explanation

I had made twelve statements against what my respondents need to put the tick sign on whether they are strong agree or somewhat agree or strongly disagree. All those statements are given below

- Our organization follows a constructive performance appraisal process.
- All criteria of evaluation match with my actual job duties or description.
- My duties/roles are clarified by my supervisors from the beginning.
- My supervisor provides regular feedback of my performance.
- I get proper training and coaching to improve my performance.
- Our organization follows fair and justifiable performance appraisal process.
- Co-operation within my team enhances my individual performance.
- My department is allowing me to perform up to standard.
- Job promotions within our organization are fair and reasonable.
- Organization analyzes my need and thereby acts to motivate me.
- My organization conducts 360 degree feedback process to evaluate our performance.
- Overall I am satisfied with performance appraisal process in our organization.

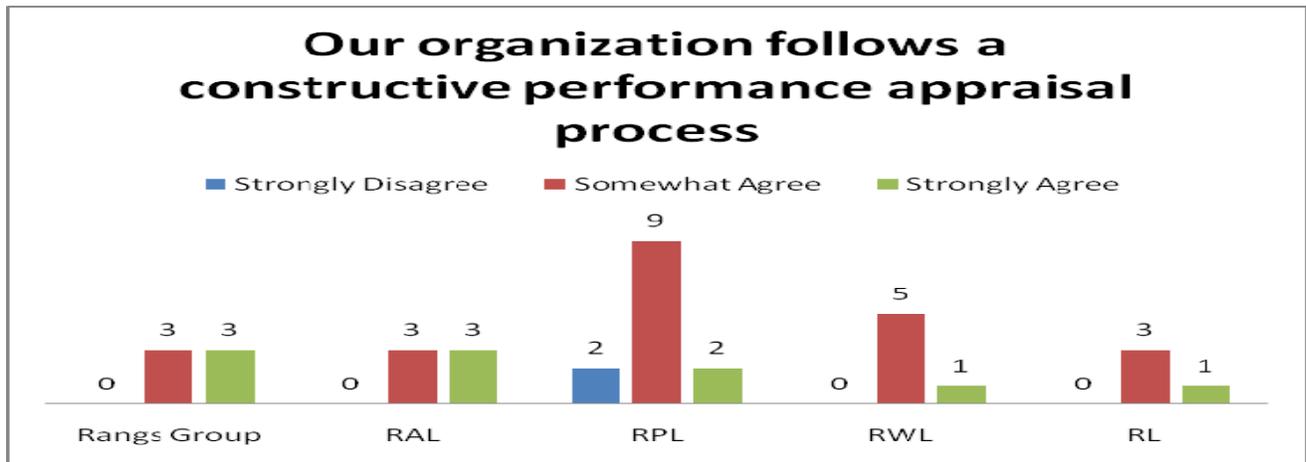
Three Level Likert Scale

- Strongly agree
- Somewhat agree
- Strongly disagree

Cross Tabulation

With the help of cross tabulation we can see the feedbacks of all employees against each statement based on SBU wise and thereby we come to know satisfaction level of employees of individual unit.

1)

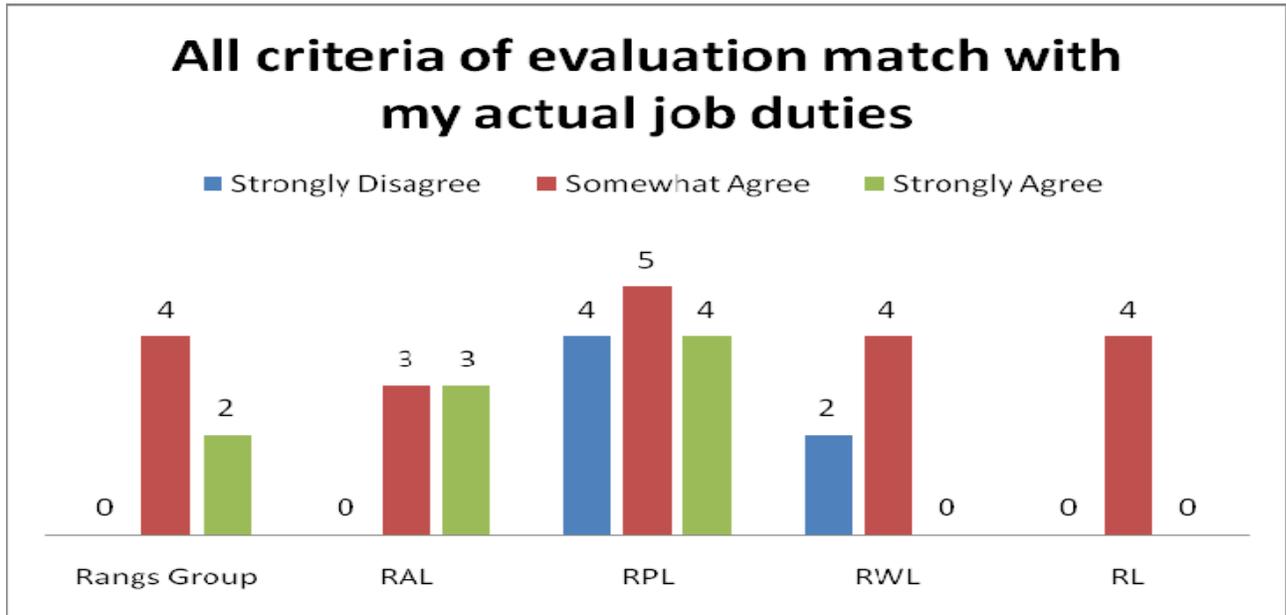


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	0	2	0	0	2
Somewhat Agree	3	3	9	5	3	23
Strongly Agree	3	3	2	1	1	10
Total	6	6	13	6	4	35

This statement indicates whether Rangs follows any constructive performance appraisal process or not. I meant to ask is Rangs conducting this appraisal every year and through a proper process whether employees are being appraised or not. Here we can see that in Rangs Group out of 6 employees 3 respondents were somewhat agree and 3 were strongly agree with the statement. Same results found in RAL as well. In RPL 2 respondents strongly disagree with the statement and 9 were somewhat agree and 2 were strongly agree. In RWL 5 were somewhat agree and 1

was strongly agree. In RL 3 were somewhat agree and 1 was strongly agree. In total my result shows that majority (23 employees) are somewhat agree with the statement.

2)



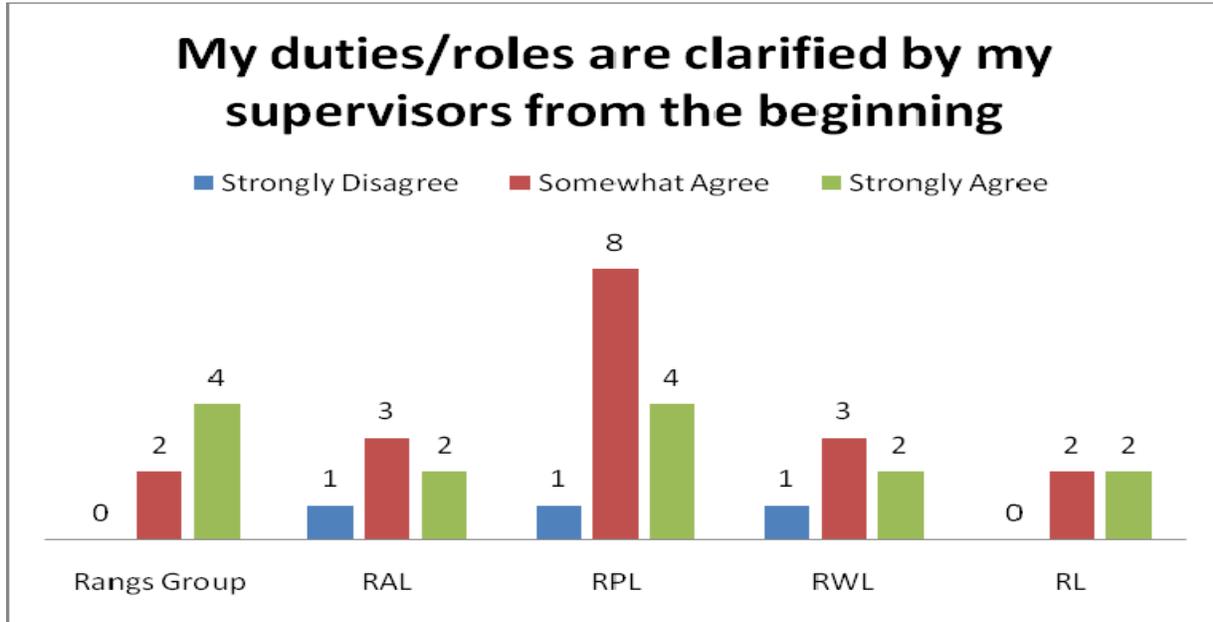
	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	0	4	2	0	6
Somewhat Agree	4	3	5	4	4	20
Strongly Agree	2	3	4	0	0	9
Total	6	6	13	6	4	35

This statement means the competencies/traits are given in appraisal format whether those matches with the actual job or not. Rangs follows same performance evaluation format. Now the traits like leadership, good communication are belong to HR and Marketing team. For IT people these traits may not that important rather they need to have good technological skill and Accounting and Finance team need to focus more on analytical skill and financial decision making.

So from the chart we can see in Rangs Group 4 were somewhat agree and 2 strongly agree with the statement, in RAL 3 strongly agree and 3 were somewhat agree. In RPL 4 were strongly

disagree, 5 were somewhat agree and 4 were strongly agree. In RWL 2 were strongly agree and 4 were somewhat agree. At RL everyone is somewhat agree with this statement. In total 20 respondents out of 35 are somewhat agree to this statement.

3)

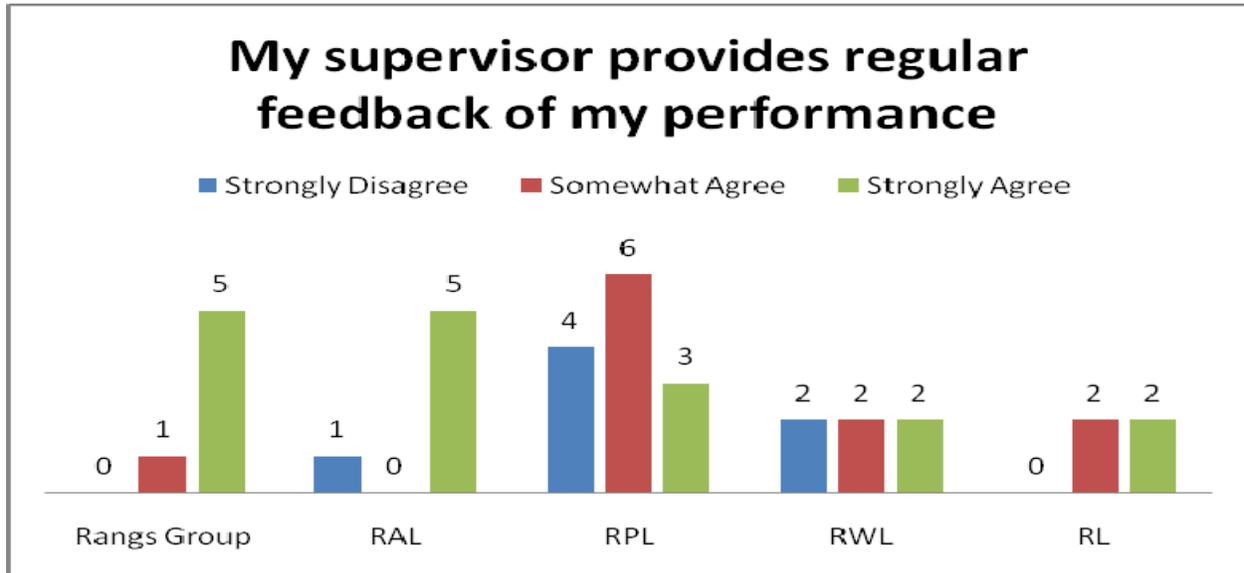


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	1	1	1	0	3
Somewhat Agree	2	3	8	3	2	18
Strongly Agree	4	2	4	2	2	14
Total	6	6	13	6	4	35

This statement indicates whether employee's duties and role are predetermined or it is continuously changing. I needed to know whether they have particular job description that they follow. In result it shows that in Rangs Group out of 6, 4 were strongly agree with the statement and 2 were somewhat agree. In RAL, 1 was strongly disagree, 3 were somewhat agree and 2 were strongly agree. At RPL 1 strongly disagree, 8 were somewhat agree and 4 were strongly agree. At RWL, 1 was strongly disagree, 3 were somewhat agree and 2 were strongly agree. In

RL 2 were somewhat agree and 2 were strongly agree. Overall majority of employees are somewhat agree with this statement.

4)

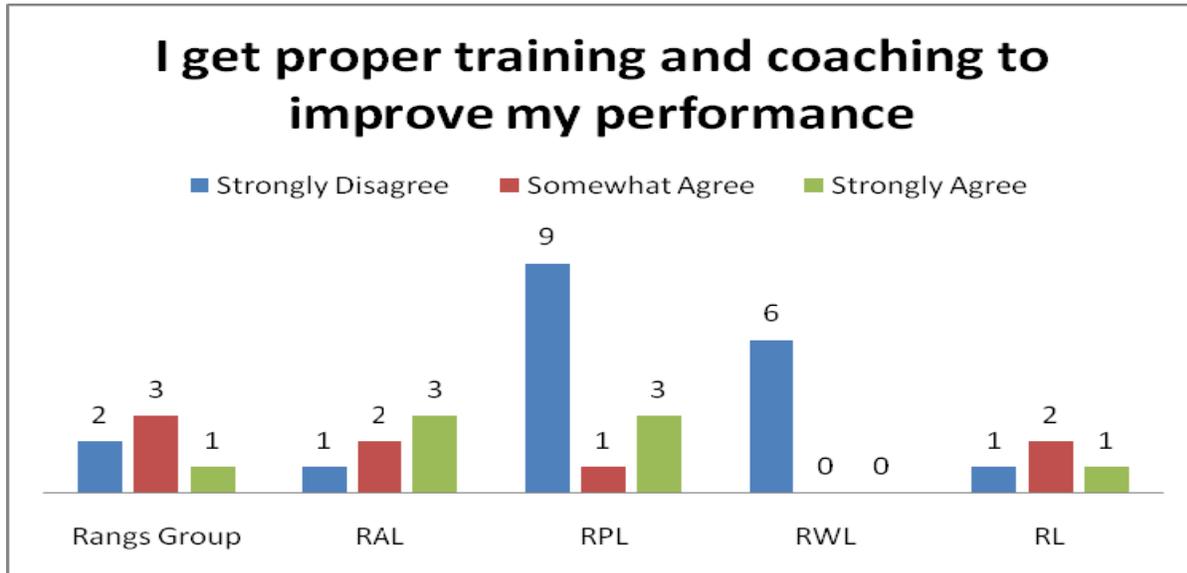


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	1	4	2	0	7
Somewhat Agree	1	0	6	2	2	11
Strongly Agree	5	5	3	2	2	17
Total	6	6	13	6	4	35

This statement indicates whether supervisor provides regular feedback on the employee's performance, and gives proper support to employees to improve and progress in their performance. In result it shows that in Rangs Group out of 6, 5 were strongly agree with the statement and 1 was somewhat agree. In RAL, 1 was strongly disagree, and 5 were strongly agree. At RPL 4 were strongly disagree, 6 were somewhat agree and 3 were strongly agree. At RWL, 2 were strongly disagree, 2 were somewhat agree and 2 were strongly agree. In RL 2 were

somewhat agree and 2 were strongly agree. Overall majority of employees are strongly agree with this statement.

5)

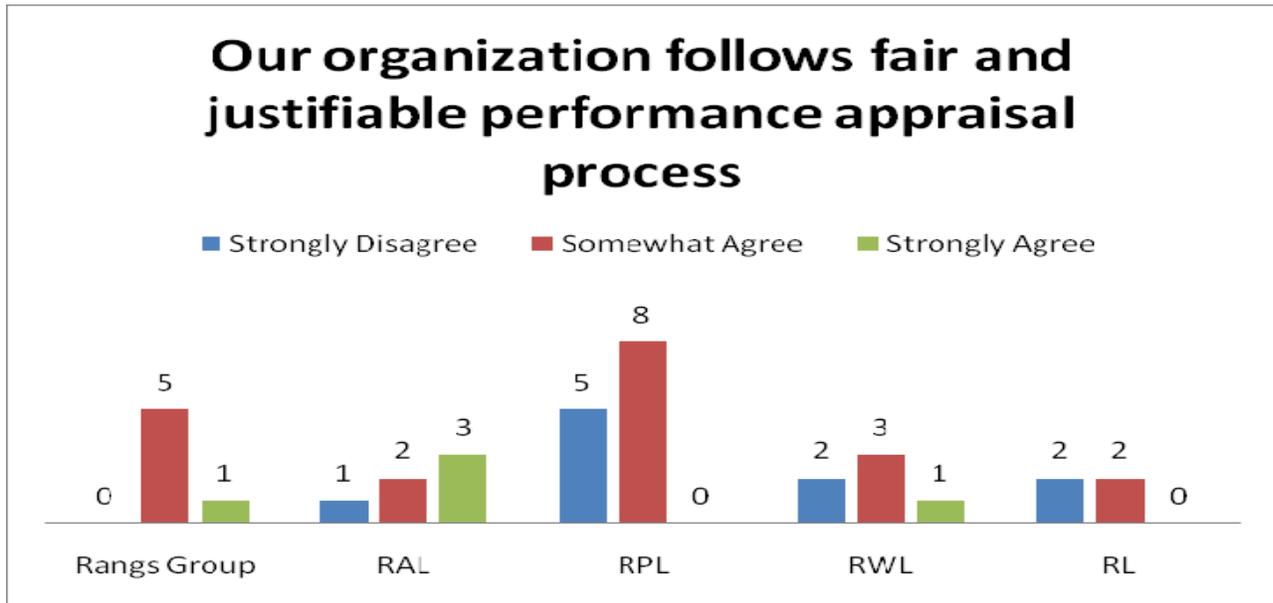


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	2	1	9	6	1	19
Somewhat Agree	3	2	1	0	2	8
Strongly Agree	1	3	3	0	1	8
Total	6	6	13	6	4	35

This statement means whether employees are getting proper training to better perform their job and get the job done easily. As we know training and development programs are designed for the betterment and future development of employees. In result it shows that in Rangs Group out of 6, 2 were strongly disagree, 3 were somewhat agree and 1 was strongly agree with the statement. In RAL, 1 was strongly disagree, and 2 were strongly agree and 3 were strongly agree. At RPL 9 were strongly disagree, 1 was somewhat agree and 3 were strongly agree. At RWL, 6 were strongly disagree out of 6 with this statement. In RL 1 was strongly disagree and 2 were

somewhat agree and 1 was strongly agree with the statement. So here majority of employees are strongly disagree with this statement.

6)

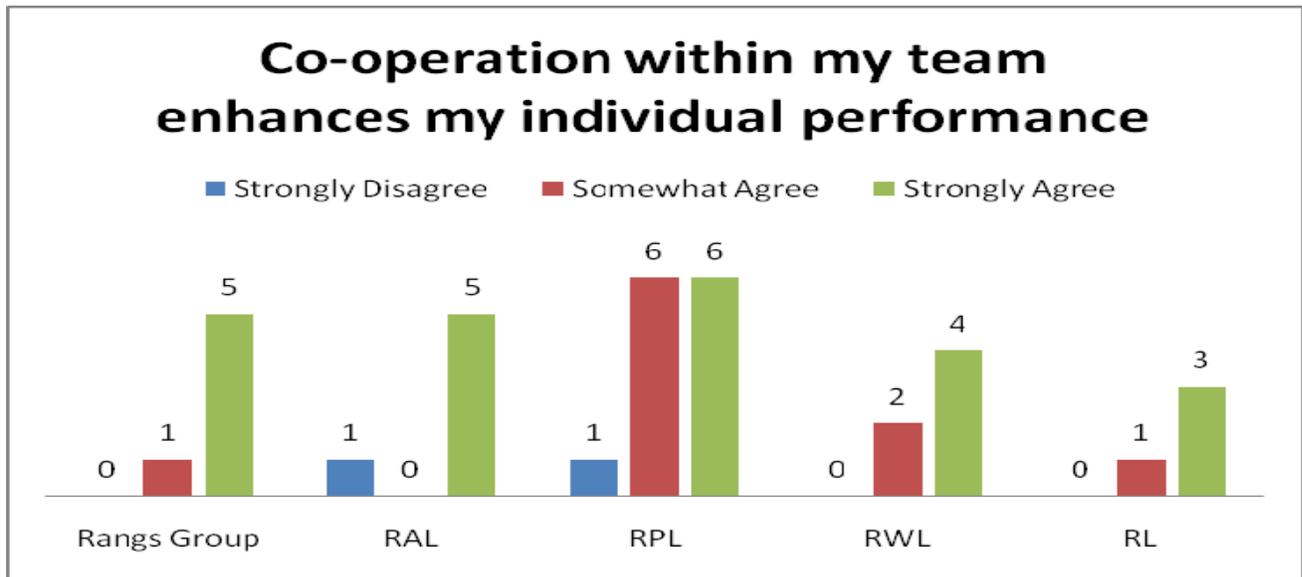


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	1	5	2	2	10
Somewhat Agree	5	2	8	3	2	20
Strongly Agree	1	3	0	1	0	5
Total	6	6	13	6	4	35

This statement indicates that whether supervisors are biased on the assessment or not. Sometime it may happens that some supervisors are very influential to some employees who may not that good performer but supervisor likes him due to having some similarities. Due to having stereotyping nature raters may bias on some employees and real performers may not be assessed properly. In result it shows that in Rangs Group out of 6 respondents, 5 were somewhat agreed and 1 was strongly agreed with the statement. In RAL, 1 was strongly disagreed, and 2 were

somewhat agreed and 3 were strongly agreed. At RPL 5 were strongly disagreed and 8 were somewhat agreed. At RWL, 2 were strongly disagreed 3 were somewhat agreed, and 1 was strongly agreed with this statement. In RL 2 were strongly disagreed and 2 were somewhat agreed with the statement. So here majority of employees are somewhat agree with this statement.

7)

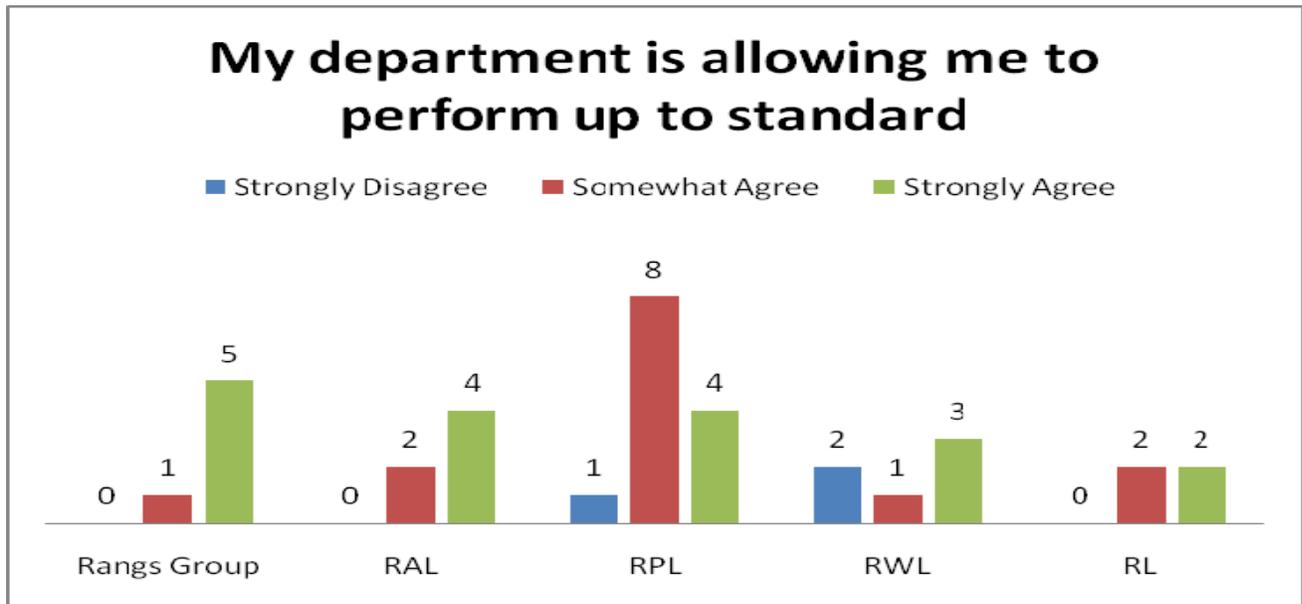


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	1	1	0	0	2
Somewhat Agree	1	0	6	2	1	10
Strongly Agree	5	5	6	4	3	23
Total	6	6	13	6	4	35

This statement refers to level of co-operation, interaction among employees to get the work done. In result it shows that in Rangs Group out of 6 respondents, 1 was somewhat agreed and 5 were strongly agreed with the statement. In RAL, 1 was strongly disagreed, and 5 were strongly agreed. At RPL 1 was strongly disagreed, 6 were somewhat agreed and 6 were strongly agreed.

At RWL, 2 were somewhat agreed and 4 were strongly agreed with this statement. In RL 1 was somewhat agreed and 3 were strongly agreed with the statement. So here majority of employees are strongly agreed with this statement.

8)

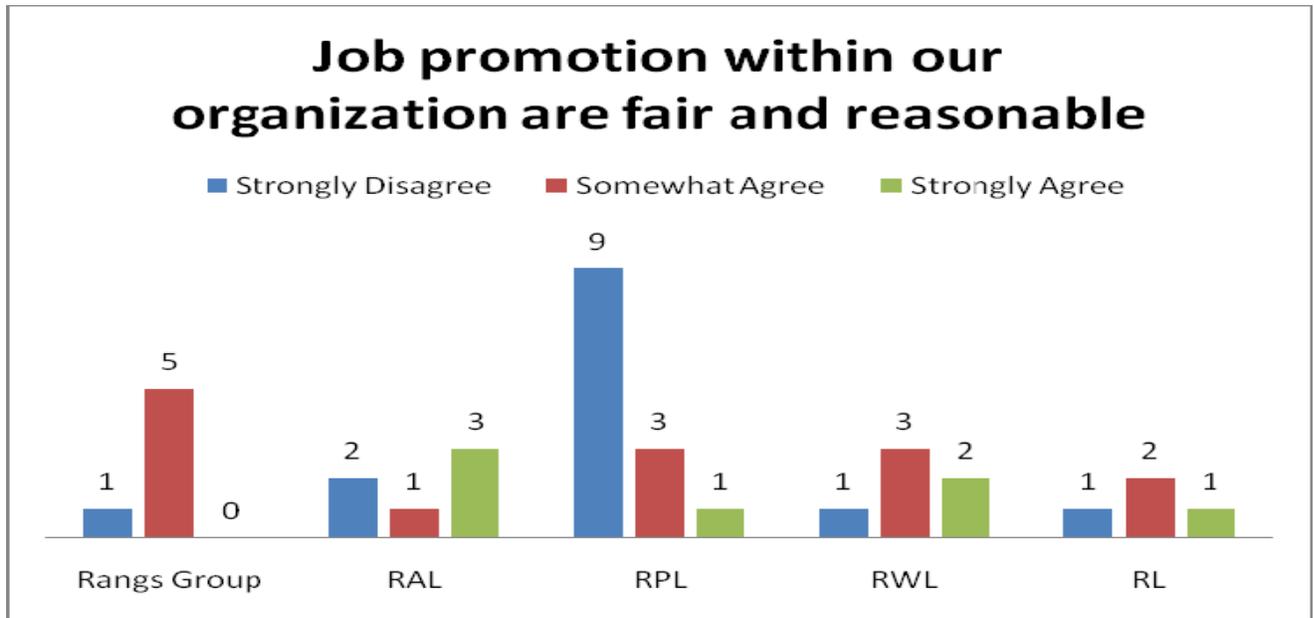


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	0	1	2	0	3
Somewhat Agree	1	2	8	1	2	14
Strongly Agree	5	4	4	3	2	18
Total	6	6	13	6	4	35

This statement means about department allows or provide flexibility or freedom to the employees to work up to the standard. Whether the employees are welcomed with new plans and department is totally free of completion or not. The result shows that in Rangs Group out of 6 respondents, 1 was somewhat agreed and 5 were strongly agreed with the statement. In RAL, 2 were somewhat agreed and 4 were strongly agreed. At RPL 1 was strongly disagreed, 8 were somewhat agreed and 4 were strongly agreed. At RWL, 2 were strongly disagreed and 1 was somewhat agreed and 4 were strongly agreed. At RWL, 2 were strongly disagreed and 1 was

somewhat agreed and 3 were strongly agreed with this statement. In RL 2 were somewhat agreed and 2 were strongly agreed with the statement. So here majority of employees out of 35 are strongly agreed with this statement.

9)

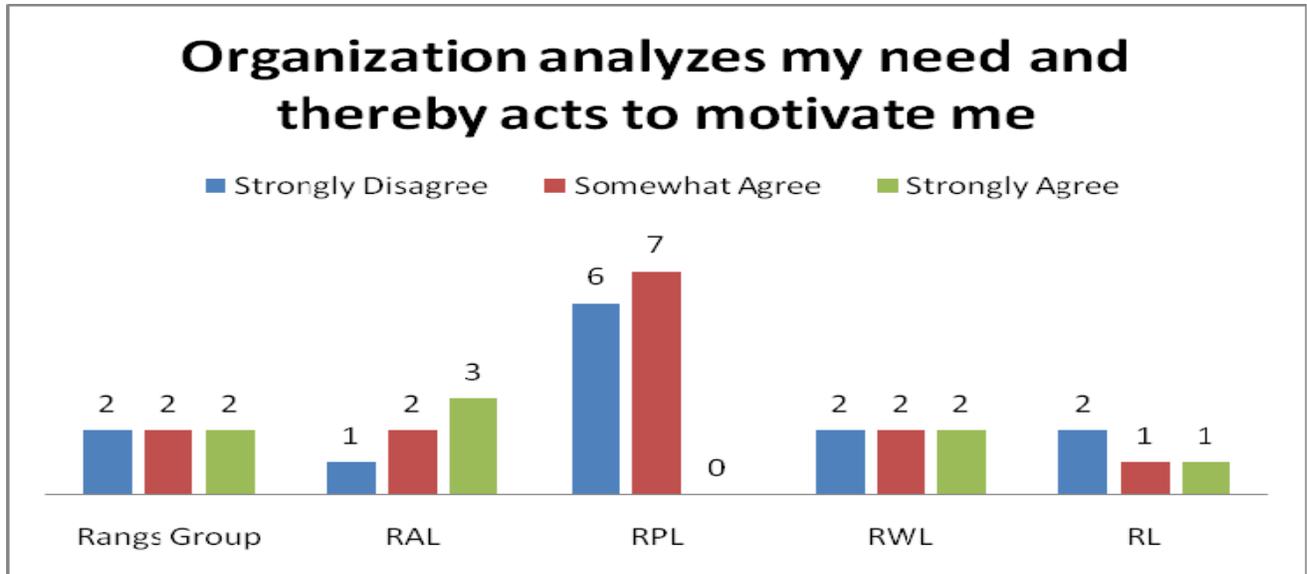


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	1	2	9	1	1	14
Somewhat Agree	5	1	3	3	2	14
Strongly Agree	0	3	1	2	1	7
Total	6	6	13	6	4	35

This statement tells about whether employees are promoted on time based on their performance or not. The result shows that in Rangs Group out of 6 respondents, 1 was strongly disagreed and 5 were somewhat agreed with the statement. In RAL, 2 were strongly disagreed, 1 was somewhat agreed and 3 were strongly agreed. At RPL 9 were strongly disagreed, 3 were somewhat agreed and 1 was strongly agreed. At RWL, 1 was strongly disagreed and 3 were somewhat agreed and

2 were strongly agreed with this statement. In RL, 1 was strongly disagreed, 2 were somewhat agreed and 1 was strongly agreed with the statement. So here we can found that out of 35 employees 14 were strongly disagreed and 14 were somewhat agreed and few were strongly agreed with this statement. So this leads to negative vibes from employees.

10)

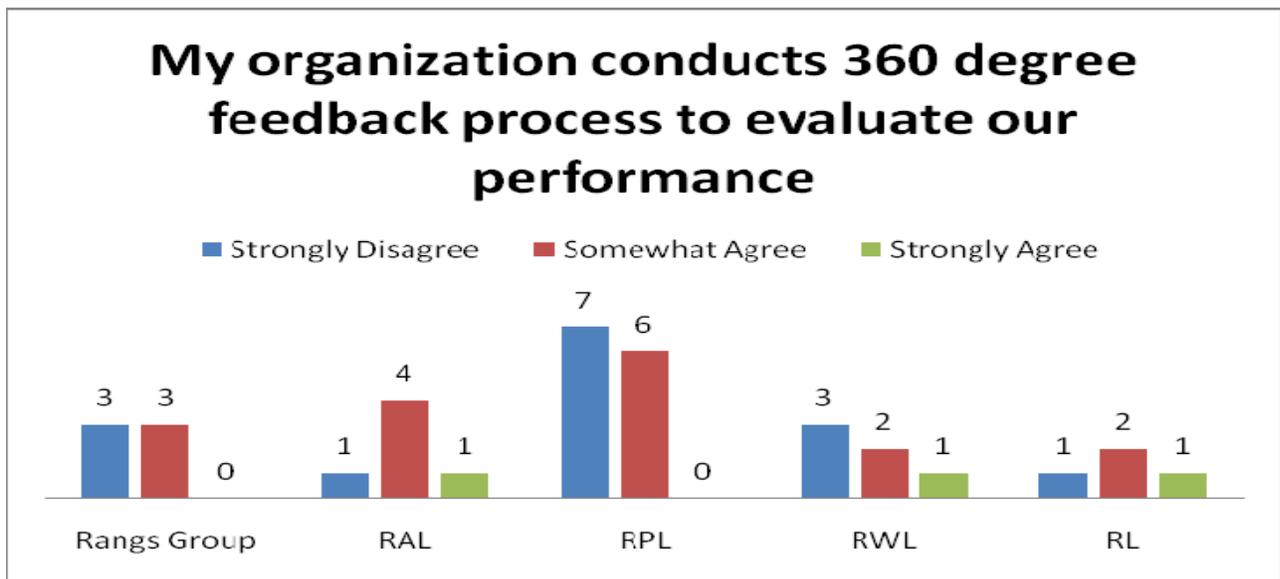


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	2	1	6	2	2	13
Somewhat Agree	2	2	7	2	1	14
Strongly Agree	2	3	0	2	1	8
Total	6	6	13	6	4	35

Here this statement means that whether management tries to understand or analyzed employees need and accordingly act to motivate them or not. The result shows that in Rangs Group out of 6 respondents, 2 were strongly disagreed, 2 were somewhat agreed and 2 were strongly agreed with the statement. In RAL, 1 was strongly disagreed, 2 were somewhat agreed and 3 were strongly agreed. At RPL 6 were strongly disagreed, and 7 were somewhat agreed. At RWL, 2

were strongly disagreed, 2 were somewhat agreed and 2 were strongly agreed with the statement. In RL, 2 were strongly disagreed, 1 was somewhat agreed and 1 was strongly agreed with the statement. So here we can found that out of 35 employees Majority were somewhat agreed and second majority were strongly disagreed and few were strongly agreed with this statement. So this leads to negative vibes from employees.

11)

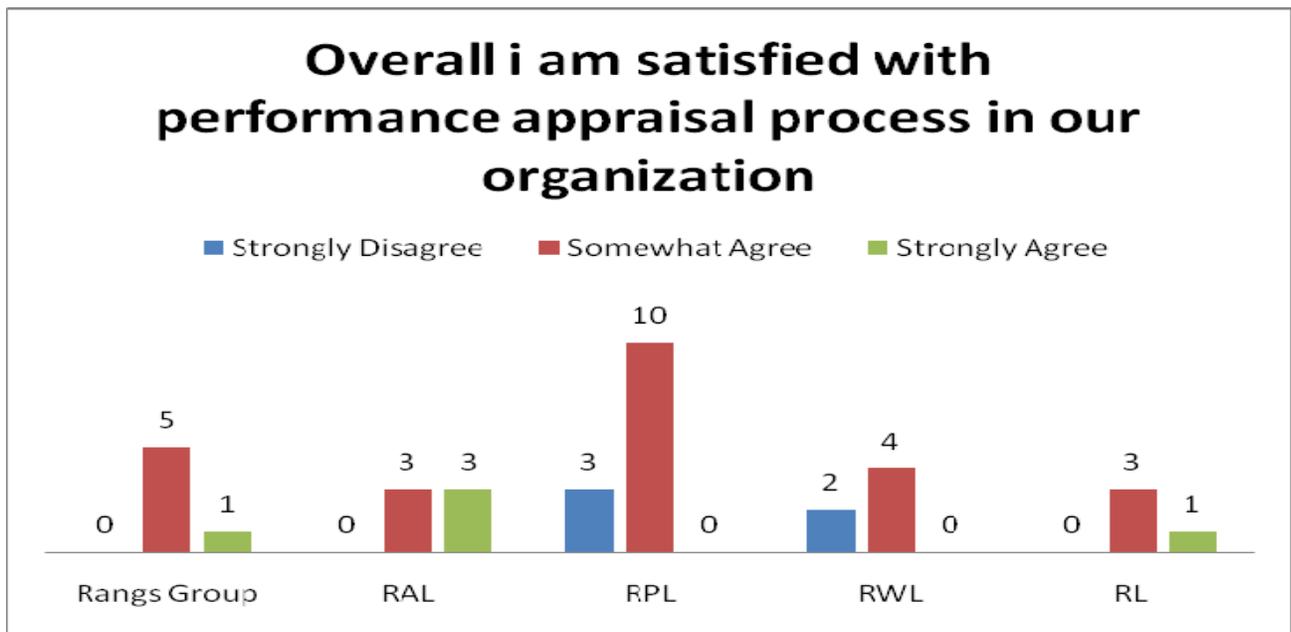


	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	3	1	7	3	1	15
Somewhat Agree	3	4	6	2	2	17
Strongly Agree	0	1	0	1	1	3
Total	6	6	13	6	4	35

Here 360 degree feedback indicates gathering information regarding the employee’s performance and behavior from colleagues, customers they deal with, own observation. So it means getting feedback regarding employees from number of people that he/she interact with. The result shows that in Rangs Group out of 6 respondents, 3 were strongly disagreed and 3 were somewhat

agreed with the statement. In RAL, 1 was strongly disagreed, 4 were somewhat agreed and 1 was strongly agreed. At RPL 7 were strongly disagreed, 6 were somewhat agreed. At RWL, 3 were strongly disagreed, 2 were somewhat agreed and 1 was strongly agreed with the statement. In RL, 1 was strongly disagreed, 2 were somewhat agreed and 1 was strongly agreed with the statement. So here we can found that out of 35 employees Majority were somewhat agreed and second majority were strongly disagreed and few were strongly agreed with this statement.

12)



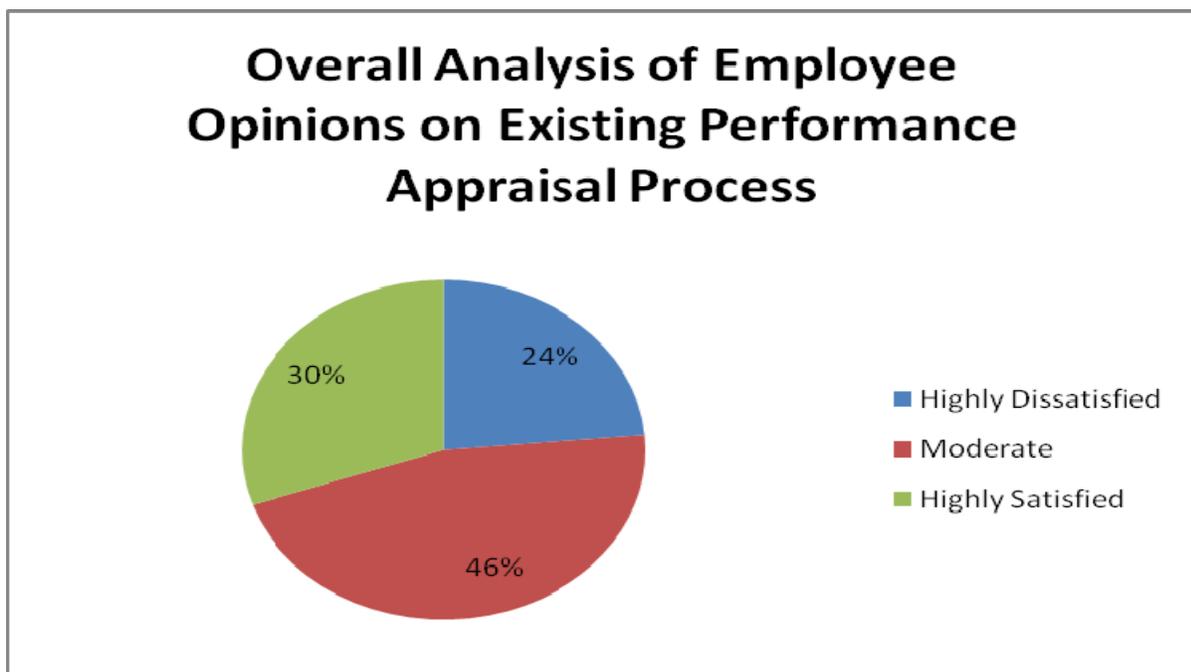
	SBU					Total
	Rangs Group	RAL	RPL	RWL	RL	
Strongly Disagree	0	0	3	2	0	5
Somewhat Agree	5	3	10	4	3	25
Strongly Agree	1	3	0	0	1	5
Total	6	6	13	6	4	35

In case of knowing overall satisfaction level of respondents, in Rangs Group 5 were somewhat agree and 1 was strongly agreed. In RAL, 3 were somewhat agreed and 3 were strongly agreed.

In RPL, 3 were strongly disagreed, and 10 were somewhat agreed. In RWL, 2 were strongly disagreed and 4 were somewhat agreed. In RL, 3 were somewhat agreed and 1 was strongly agreed. In overall 25 employees are somewhat agree with this statement out of 35 employees.

4.7 Over-all Result of Analysis and Findings

Here I have made the analysis considering the answers of all the statements to find out the level of satisfaction of employees regarding the existing performance appraisal system.



Through this analysis I came to figure out that total 46% of employees are moderately satisfied with the existing system of performance appraisal. 30% are highly satisfied and 24% are highly dissatisfied.

Findings

- Rangs follows the same general format to assess the performance of employees of every department. That why majority of employees are somewhat agree with the statement that the all criteria of evaluation match with their actual job duties. It means evaluation criterion varies based on department and the work nature. Communication/ presentation skill is needed for marketing/HR people to be assessed but for finance or accounting people, they should be more focus on analytical and decision making skills. So evaluation criteria should be varied based on department.
- This is good sign that duties and roles are clarified from beginning for the help of employees so that they can understand for what they are responsible throughout the month or year.
- Training and coaching are not being provided properly to them and that's why majority of employees are strongly dissatisfied with the statement that they are getting proper training to improve their performance. In Rangs, training is considered as unnecessary costs and employees are not motivated by their supervisors to attend the training session which means supervisors are also unaware about the benefit of training. And it leads employees unwilling to attend training if it is being arranged.
- Very few employees agree with the statement that Organization follows fair and justifiable appraisal system. According to them most of the case supervisors are getting biased on some of employees and sometime some are not getting assessment who are performed really well throughout the year.
- Majority of employees are strongly dissatisfied and somewhat satisfied with the statement that job promotions are fair in the organization. Employees are not promoted by their performance every time. Sometimes it depends on level of interaction and relation with the raters. It may happen an employee performs really well but has not been

assessed properly just not having that level of relation with the supervisor in compare to others.

- According to employees, organization does not assess the need of employees and accordingly act that. Majority of employees are somewhat satisfied and strongly dissatisfied with this statement and very few are satisfied. Many employees are suddenly transferred to other SBU without being concerned and get to be introduced with new responsibilities. Frequently their supervisors are being changed for what they faced inconsistency in their responsibilities and it also sometime impacts on appraisal also.
- 360 degree feedback is not much considered in Rangs that is why very few employees agree with the statement that Rangs conducts 360 degree feedback to assess employee's performance. That's why those employees suffer much whose supervisors are frequently changed and thereby change their responsibilities. It happens during year end assessment a new supervisor appeared who doesn't know its employees and their performance. S/he came up with new rules and employees who are used to with existing rule can't adopt the new change spontaneously and thereby they are not assessed properly. It may have an negative effect on their level of motivation. In this case through 360 degree feedback the supervisor could evaluate through asking different persons like employees, non management people, customer to understand the behavior of employees whom they don't know.

Chapter 5: Recommendations and Conclusion

- **Recommendations**
- **Conclusion**

Recommendation

- Organization does not follow KPI base performance appraisal system to measure the employee's performance accurately. Employees are monitored by their supervisors and at the yearend supervisors give rates based on the observation throughout the year. There are no solid documents or marking sheet based on what they rate the employees and thereby sometimes biasness may arise to some employees and some employees may left without fairly assessed.
- 360 degree feedback should be applied to those SBUs where supervisors are frequently changed. There supervisor can easily assess the performance of employees and their behavior toward others. This process helps an new supervisor to understand the capability of its team members as well as employees also feel risk free in their working environment.
- Proper training and development program should be introduced to enhance the career growth opportunities of employees. Though management feels that training is unnecessary cost of an organization so its important to make convince management that through training an employee can develop its skills that ultimately give benefits to the work and help the organization to achieve its goal. Better training opportunity can help employee to convert in important asset of organization. So management itself helps and motivates its employees to attend the training session.
- Organization should assess the need of its employees to create the better working environment. It's important to arrange daily consultancy with employees to make them feel that they are being cared by their supervisors. And through assessing their need and attitude toward work they can also understand the psychology of their employees and for what they are good at.
- Performance appraisal format should be different based on the department and its employee's role. Rangs follows a single format to every of its departmental people. According to me format should be different based on working nature. For example,

leadership skill, communication skill are important for Marketing and HR people, finance people should be more focused on analytical and decision making skills and IT people should be more focus on technical skills. Thereby traits included in format should be differentiated by the nature on department.

- Promotions and fair assessment should be conducted to motivate employees to retain with organization for longer period. Otherwise Organization will be failure to achieve its goal as well as increase their costs and lowering their time value of money.
- Organization should assess the performance every month or quarterly to measure the performance accurately. Through this way employees will be aware of their task to be performed perfectly. There will have better documents to show in the yearend about the total performance of an employee. Monthly assessment documents will be kept with supervisor. At the yearend all the documents together supervisor can get the exact rate of an employee and submit the final sheet to the HR. For those SBU where supervisors are frequently changed, they can get the idea of its employees by seeing the previous work records of the employees.

Conclusion

Performance appraisal may be understood as the assessment of an individual performance in a systematic way. The performance being measured against such factors as job knowledge, quality and quantity of output, initiatives, leadership abilities, supervision, dependability, co-operation, judgment, versatility, health, and the like. It also helps in developing strengths and rectifies weakness of the employees. From the study it's been identified that the performance appraisal is able to identify employee's potential and find the motivating factors of employees. The major drawbacks are in terms of appraisers and his knowledge regarding employee's job responsibilities and duties. Rangs has been successfully running its appraisals and created goodwill among its customers and society. But it needs to give more focus now on employee's development through training, fair judgment and on time promotion so that employees stay satisfied with the organization and retain with the organization for longer period that ultimately leads the organization reach its goal.

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Employee Feedback Survey on Existing Performance Appraisal System

General Profile of Respondents

- I. Sex: Male Female
- II. Age Group: 25 – 30 30 – 35 Above 35
- III. SBU: _____
- IV. Experience:
- a) Less than 1 year c) 4 to 8 years
- b) 1 to 4 years d) above 8 years

General Opinion of On-going process of Performance Appraisal

Strongly Agree = 3, Somewhat Agree = 2, Strongly Disagree = 1

Statements	Strongly Agree	Somewhat Agree	Strongly Disagree
Our organization follows a constructive Performance appraisal process.	3	2	1
All criteria of evaluation match with my actual job duties or description.	3	2	1
My duties/ roles are clarified by my supervisors from the beginning.	3	2	1
My supervisor provides regular feedback of my performance.	3	2	1
I get proper training and coaching to improve my performance.	3	2	1
Our organization follows fair and justifiable performance appraisal process.	3	2	1
Co-operation within my team enhances my individual performance.	3	2	1
My department is allowing me to perform up to standard.	3	2	1

Job promotions within our organization are fair and reasonable.	3	2	1
Organization analyzes my need and thereby acts to motivate me.	3	2	1
My organization conducts 360 degree feedback process to evaluate our performance.	3	2	1
Overall I am satisfied with performance appraisal process in our Organization.	3	2	1

Q. What change do you want to bring in existing performance appraisal process?
