

**Internship Report**  
**On**  
***“Employee Performance Evaluation of Shahjalal Islami Bank Limited”***

By

**Sanjana Hossen**  
**Student ID#16104088**

An internship report submitted to the **Brac Business School** in partial fulfillment of the  
requirements for the degree of  
**Bachelors OF Business Administration**

Bachelors OF Business Administration  
Brac University  
April 21, 2020

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## **Declaration**

It is hereby declared that

1. The internship report submitting is my/our own original work while finishing degree at Brac University.
2. The report does not cover material beforehand published or written by a third party, except where this is properly cited through full and accurate referencing.
3. The report does not comprise material which has been accepted, or submitted, for any other degree or diploma at a university or other organization.
4. I have recognized all main sources of help.

**Student's Full Name & Signature:**

-----  
**Sanjana Hossen**

ID#16104088

**Supervisor's Full Name & Signature:**

-----  
**Mr. Feihan Ahsan**

Lecturer

BRAC Business School

BRAC University

## Letter of Transmittal

April 21, 2020

**Mr. Feihan Ahsan**

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212.

Subject: Internship report on Performance evaluation of Shahjalal Islami Bank Limited.

Respected Sir,

In connection of my practical orientation in Shahjalal Islami Bank Ltd., I would like to submit my report to you for your scrutiny. I have equipped this report on the basis of my practical experience at Mohakhali Branch of Shahjalal Islami Bank Ltd. It is a great pleasure for me to present you this report under the head of “Performance evaluation of Shahjalal Islami Bank Limited”. I appreciate preparing this report, which enhanced my fractional knowledge of the academic idea. I tried to replicate the operational aspects of the Bank, which is corresponding to the academic and applied knowledge.

I will be identically willing if the report can serve its actual determination and I am ready to simplify anything to you if you feel required.

Sincerely yours,

---

Sanjana Hossen

ID#16104088

BRAC Business School

BRAC University

Date: April 21, 2020.

## **Non-Disclosure Agreement**

This agreement is between Shahjalal Islami Bank Limited and me as of Brac University student to use the information for my project work named “Employee Performance Evaluation of SJIBL” which is not released anywhere rather than my project work and presentation.

Here in my project I use commercial information of SJIBL and use the data that is specified by my supervisor and Human resource department. After receiving permission I use all the information for my report. Here I may release confidential information which the bank has no questions with me and my university.

The bank agrees that in order to complete the criteria of the course in which it is enrolled, the applicant must make a detailed presentation about the project and that this application includes information on the bank to the audience that has not signed any non-disclosure agreements. Bank helps me to avoid confidential information and any writing papers written by me from being included in the presentation. This Agreement may not be altered except by written instrument signed on behalf of each party.

**Name of Company:** Shahjalal Islami Bank Limited

**Supervisor Name:** Ms. Tahmina Shahnaj

**Signature:** \_\_\_\_\_

**Address:** Plot-03, Bir Uttam A.K. Khandaker Road, Mohakhali C/A, Dhaka 1212.

**Name of Student:** Sanjana Hossen

**Signature:** \_\_\_\_\_

**Address:** Brac University, Mohakhali, Dhaka-1212, Bangladesh.

**Description of Report:** Employee Performance Evaluation of SJIBL

## **Acknowledgement**

To begin with, I want to express my gratitude to Almighty Allah for giving me the strength and the serenity to finish the task within the scheduled time. Then I am very thankful to the Shahjalal Islami Bank Ltd. for providing me the chance to complete my internship program.

I acknowledged pleasant cooperation from the officers and members of staffs of Shahjalal Islami Bank Ltd., Mohakhali Branch. I want to express my cordial gratitude to them for their cooperation without which it would not be possible to complete the report.

I would like to express my deep sense of gratitude & sincere appreciation to my internship supervisor Mr. Feihan Ahsan, Lecturer, BRAC Business School, BRAC University for his unceasing support & supervision during the practical orientation period. His suggestions and comments were really a great source of spirit to make the report a good one.

Finally, I would also like to acknowledge all of the officials of Shahjalal Islami Bank Limited, Mohakhali branch due to their kind and helpful cooperation with me.

## Executive Summary

Shahjalal Islami Bank Limited is grounded on Islamic Shariah. SJIBL is termed after the name of a saint Hajrat Shahjalal who devoted his life for the root of harmony in this world and henceforth and helped the civilization. It started its journey for banking procedure on May 10, 2001 with the 1<sup>st</sup> branch (main branch) opened at 58, Dilkusha C/A, Dhaka, gaining the license of Bangladesh Bank, for up liftmen of financial condition of its clients as well as to subsidize sustainable economic development and expansion in trade and industry of the country.

Internship program is the final stage of completing BBA program. Only teaching space discussion is not sufficient for a student to be flawless in this program. A report has to be constructed for the university and organization prerequisite. The issue of the report is Employee Performance Evaluation of SJIBL.

In the first segment of the report is preliminary part which contains the topic like topic of the report, origin, and background of the report, methodology, and limitation of the report. Secondly, the report delivers a brief impression about the Islamic banking program all over the world and Bangladesh as well. The following segment of the report focus on Shahjalal Islamic Bank Limited, with their vision, mission, objective, strategies, core values, brand promises and organizations structure.

The next section report highlights the banking activities done by the organization, the financial growth of the company and the survey I did during my internship period on customer satisfaction of Mohakhali Branch. The third chapter contains the performance evaluation sample format and how the organization evaluate the employees. Adjacently, it talks about the performance evaluation descriptively. Finally, this report also embraces the findings and recommendation based on my reflection, work experience and the data I have collected from the organization, which I found really tough as they keep their information safe to themselves.

**Keyword:** Islamic Shariah; Internship; Preliminary; Performance Evaluation; Reflection; Data.

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## List of Acronyms

ATM	Automated Teller Machine
BOD	Board of Directors
CAR	Capital Adequacy Ratio
CAMELS	Capital adequacy, Asset quality, Management, Earnings, Liquidity and Sensitivity to market risk
CS	Customer Satisfaction
CSI	Customer Satisfaction Index
CMT	Common Measurements Tool
CSR	Corporate Social Responsibility
JIT	Just In Time
MTCN	Money Transfer Control Number
NPI	Non-Performing Investment
SJIBL	Shahjalal Islami Bank Limited
DD	Demand draft
TT	Telegraphic transfer
AWCD	Al Wadiah Current Deposits
MSD	Mudaraba Saving Deposits
MTDR	Mudaraba Term Deposits

# ***CHAPTER 01***

## ***OVERVIEW OF INTERNSHIP***

**1.1 Student Information:** This contains the information related to the intern or the student who is doing the report. As the report is done by me to complete my graduation, my information is given in details.

**1.1.1: Name & ID:** To introduce myself descriptively, my name is Sanjana Hossen. I started my journey at Brac University in spring 2016 session under Brac Business School to accomplish my undergraduate degree. My ID is 16104088 which also indicates that I have joined in 2016 in the first session of admission.

**1.1.2: Program, Major:** I have selected BBA as my area of program as I wanted to be a part of Brac Business School. Walking on with my undergraduate semesters, I choose my major in HRM and minor in Finance. I have chosen HRM as my major because it is planned to develop skills in the management and supervision purposes.

**1.2 Internship Information:** To explain the information related to internship and internship organization is shortly described in this.

**1.2.1 Period, Company Name, Department, and Address:** As a component of the internship Program of BBA course inevitability, for managing my internship I have been sighted in Shahjalal Islami Bank Limited, Mohakhali Branch Dhaka. During my internship period I worked with them in different department like I worked for general banking, some days in investment department and I also worked under the HR department in the organization.

I have joined at Shahjalal Islami Bank Limited for a three months internship period which is from 05.01.2020 to 03.04.2020 and during this period I was sighted in Mohakhali Branch which is located in Venture Tower 1st and 2<sup>nd</sup> floor.

**1.2.2 Internship Company Supervisor's Information:** For my internship I was assigned under Deputy Manager, Mr. Mokammel Hossain but he transferred me under Ms. Tahmina Shahnaj for better learning and skilled knowledge learning. So, I worked under Ms. Tahmina Shahnaj to learn things in details who was a trainee officer and she was very helpful about my learning, she tried her best to teach me every pros and cons that I wanted to learn.

**1.2.3 Job Scope – Job Description and Responsibilities:** I have done my internship in SJIBL's Mohakhali branch. Conferring to my internship duties I have worked on General Banking Division, Investment division and also with their HR department. I have tried to learn

the operations of general banking from the officials, operations of investment and the work of HR. The description of my work as an intern is given below-

- Supporting the general banking duties
- Preserving registers and files
- Posting checkbook and debit card in registers
- Supporting at the Transfer section
- Helping at the Clearance section
- Updating the account forms

**1.3 Internship Outcomes:** While completing the internship, the outcomes and benefits for the student and company both are equally very important. In this session the benefits are given in details.

#### **1.3.1 Student's contribution to the company:**

- Strengthened computerized works to deal with the customers.
- Maintained a strong relationship with renowned clients.
- Maintained the working environment properly.
- Assisted with the employees along with the MTO's.
- Finished all the pending works for last two years, which was a great help for the organization.

**1.3.2 Benefits to the student:** Basically, I started my internship to complete my graduation as there is a requirement to finish BUS 400, but I think rather than that I have got attached with a real-life working environment and become able to face different types of situations. Moreover, the benefits I have got are given below:

- One of the biggest paybacks of an internship is that I get is that I have learnt by observation. It is a great place to learn about the workplace that cannot be learned in any article or classroom.
- An internship can afford a student with paid professional work experience in a safe and organized atmosphere with help from professionals.
- It also helps to build a professional network which can be a resource for the student. Because network can help a student make decisions about their career and attach them with other professionals.

- By completing an internship successfully, a student can decide about his/her career and can obtain positive recommendation towards future.

To conclude with, internship is directly helpful towards student's career, goal and betterment of future.

**1.3.3 Problems during Internship period:** I have learnt many things from my organization during the internship session but everything has some negative side also. While continuing my internship I face some problems in my organization which are given below:

- Employees are not trained well to train interns and MTO's.
- Employees have less knowledge about technologies.
- Working environment was less motivating.
- Less professional working environment.
- Employees are not effective with providing guidelines or information.
- Mostly clerical works rather than works related to my study.

Moreover, these problems can be solved with proper maintenance, management, training and guidelines.

**1.3.4 Recommendations:** To contrast with the problems I have face in the organizations I think they need to take necessary steps against that.

- I want to suggest them that they should maintain a proper employee management system to deal with all the problems and maintain customer satisfactory service for them.
- Adding good quality of training for both interns and MTO's related with their future work or related with their educational background or major.
- Employees need to be trained well so that they can teach the interns properly and efficiently.
- Need to provide more effective work rather than clerical work like filling up the form, sequencing the forms and signature card etc.

At the end of my recommendation I think they can take these steps to solve their problem or make a concern about their problems. As their problem can cause harm for their profit as well as the quality of employees which are directly related with interns sometime.



# ***CHAPTER 02***

***ORGANIZATION***

***OVERVIEW,***

***OPERATIONS AND***

***STRATEGIC AUDIT***

**2.1 Introduction:** This session talks about the objectives of doing this report, how the data are collected to complete this report, analysis, scope, limitations and significance of the report.

**2.1.1 Objective:** The objective of this study is to determine the performance evaluation of Shahjalal Islami Bank Ltd, along with that there are some short-term objectives.

**Broad Objective:** Performance evaluation analysis for the employees of Shahjalal Islami Bank Limited. Analyze on employee turnover, productivity and how they can give support to the employees.

**Short Objectives:** Short objectives are those which can be achieved in a short period of time. The Short objectives are:

- Acquainted with how bank perform its operation.
- Export strengths and weakness of Shahjalal Islami Bank Limited in comparison with competitors.
- Analysis customer satisfaction on marketing mix of Shahjalal Islami Bank Limited.
- Analyze on employee's productivity.
- Keep a short-term data for employee punctuality.
- Discuss about performance evaluation and its effectivity.

**2.1.2 Methodology:** In this area the procedure of collecting all the data and information are included. It basically talks about primary data and secondary data and if there is any sample questionnaire for collecting the information.

**Primary Data:** Getting the data from first experience in known as primary data.

Primary data includes:

- Face to Face conversations with officers and clients.
- Practical work and
- Direct reflection or observation.

**Secondary Data:** Secondary data comes from second hand which was fully reverse from primary data. It can be related with an organization past statistics. It contains:

- Annual report of SJIBL
- Government Publication
- Websites, internets
- Relevant books different blogs, articles, journals

- Progress report of the bank

**Study of Population & sample:**

Sample will represent the overall population so I surveyed 30 people to know the performance evaluation of SJIBL. Though it was very tough for me to collect the data because they keep it as sensitive and confidential information.

**Data collection procedure:** I collected the data primarily which means gave the survey questionnaires copy to the employees and get feedback from them.

**Questionnaire:** I have chosen close ended questionnaire for my study. For closed ended questionnaire, Multiple choice questions were used where the respondent choose one option among several possible alternatives.

**Sampling Plan:** As I worked at MHK Branch, so I took most of the respondents from this Branch and a smaller number of respondents from DMG Branch.

**Population:** Employees of Shahjalal Islami Bank MHK Branch and some employees of DMG Branch. Total number of populations for my study was taken 30.

**Sample element:** Individual employee of Shahjalal Islami Bank Limited of MHK Branch and DMG Branch.

**Sampling Procedure:** Non-probability convenience sampling method was used to find out the result.

**Sample size:** The sample size for my report is 30.

Types of Respondents	No. of Respondents	Total
Employees of MHK Branch	25	30
Employees of DMG Branch	5	

**Data Analysis and Reporting:**

Data have been investigated through appropriate quantitative and qualitative techniques and reported from time to time to the concerned authority. After collecting data, they were implied and managed.

### **2.1.3 Scope:**

The report will demonstrate a basic reflection about the Shahjalal Islami Bank Limited present condition of the bank in private banking sector, various schemes of SJIBL, interest rate and activities, credit management system of SJIBL etc. Since I was working in Shahjalal Islami Bank Limited, Mohakhali Branch, I got the opportunity to gain information of different part of banking system. I got the opportunity to work in all three divisions such as General Banking division, investment division, and foreign exchange division.

### **2.1.4 Limitation:**

As every coin have two sides, it is obvious that every study has some limitations as well as some benefitted outcomes. Those limiting factors that hindered my smooth works in bank and lastly in fixing this report are as following:

- The organization maintains strict confidentiality about their financial and other information. They are terrified of any type of information outflow to their competitors. So, there was always difficulty to have proper information from them.
- Duration of the study was too short to have a wide-ranging thoughtful of the overall banking.
- Scope of my learning is so wide that analytical and inclusive study is not possible.

### **2.1.5 Significance:**

The major motive of this study is to become familiar with the practical business world and to attain practical knowledge about the overall Banking, which is so much essential for each and every student to meet the extreme growing challenges in job market. This report finding's will be beneficial for the management in attempting to improve the overall service quality and also to promote the company's services to customers. So, the study will be very useful for the top management in improving the customer satisfaction. Besides, it would be a great opportunity for me to attain practical knowledge on the various spheres of banking business. So, this study is very significant for both the company and me.

**2.2 Overview of the Company:** The overview includes historical background of the company, its mission, vision, objectives, how the organization works everything is discussed.

### **2.2.1 History:**

Shahjalal Islami Bank LTD put steps in banking sector with a big promise. It is a financial institution which is serving people for more than 19 years. Within this 19 years SJIBL has expand its product and deal range by opening different branches at different significant places inside and also outside of Dhaka. As it is an Islamic bank so its follow Islamic Sariah which means it is an INTEREST FREE bank.

In August 1974, Bangladesh contracted the charter of Islamic Development Bank and dedicated itself to restructure its economic and financial system as per Islamic Shariah. Shahjalal Islami Bank Ltd. is a very challenging institution. In the age of globalization and free trade, the process and the system of running a bank is shifting. Shahjalal Islami Bank Ltd.is uninterruptedly managing itself with this varying environment. The company policies are clear and succinct. The return is pretty decent. From the beginning, the prime impartial of the Shahjalal Islami Bank Ltd was to increase capitalization, to maintain well-organized growth and high corporate beliefs standard and enhance the health of the shareholders. Its customer service is very much remarkable than of other financial organizations.

At present Shahjalal Islami bank is the largest private commercial bank with 122 branches and it has the largest real time centralized online banking.

### **2.2.2 Vision:**

To be the exclusive modern Islami Bank in Bangladesh and to make noteworthy contribution to the national economy and enhance customers' trust & wealth, quality investment, employees' value and rapid growth in shareholders' equity.

### **2.2.3 Mission:**

- Providing quality service and dealings to customer.
- Setting high standards of integrity.
- Making quality investment.
- Ensuring sustainable growth in business.
- Certifying maximization of shareholder wealth.
- Comprehensive and innovative banking.

### 2.2.4 Objectives of SJIBL:

SJIBL is very much committed to cordial service.

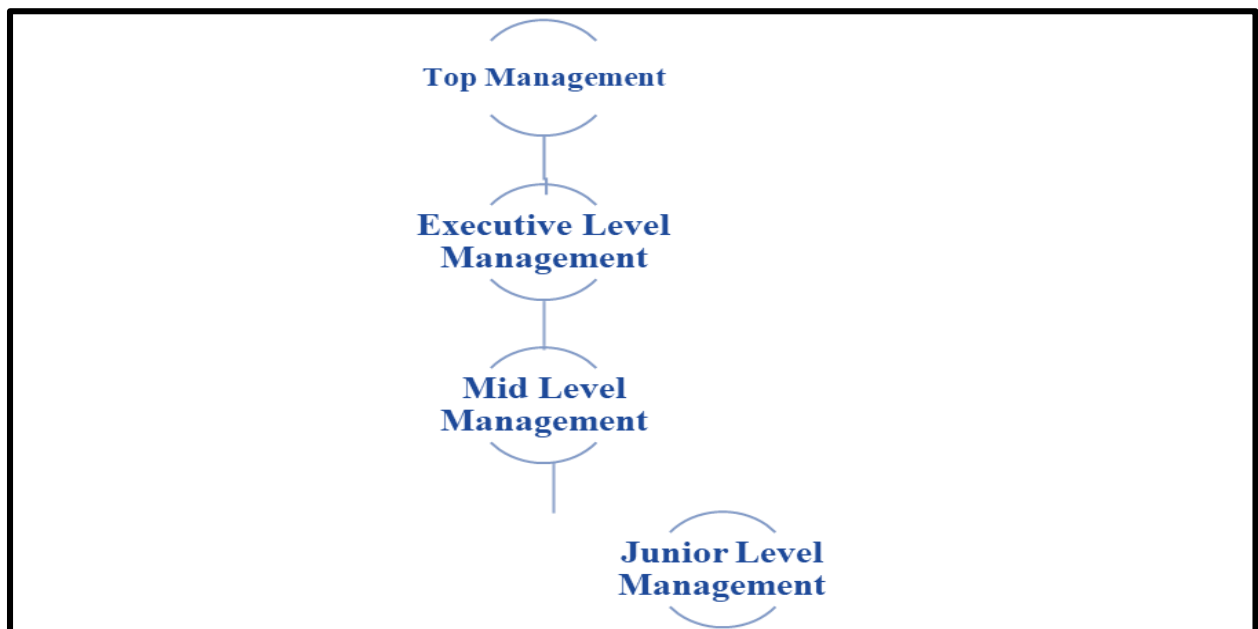
- Contributing in sustainable economic growth.
- Maintain an interest free banking system based on Sariah.
- Helping in reducing poverty and unemployment rate.
- Ensuring maximum utilization of available resources.
- In respects of assets and profit to be the best and number one position in Bangladesh.

**2.3 Management Practices:** Management practices talks about how they maintain the hierarchy, how the organization is functionally structured, their management strategy etc.

#### 2.3.1 Functional Structure:

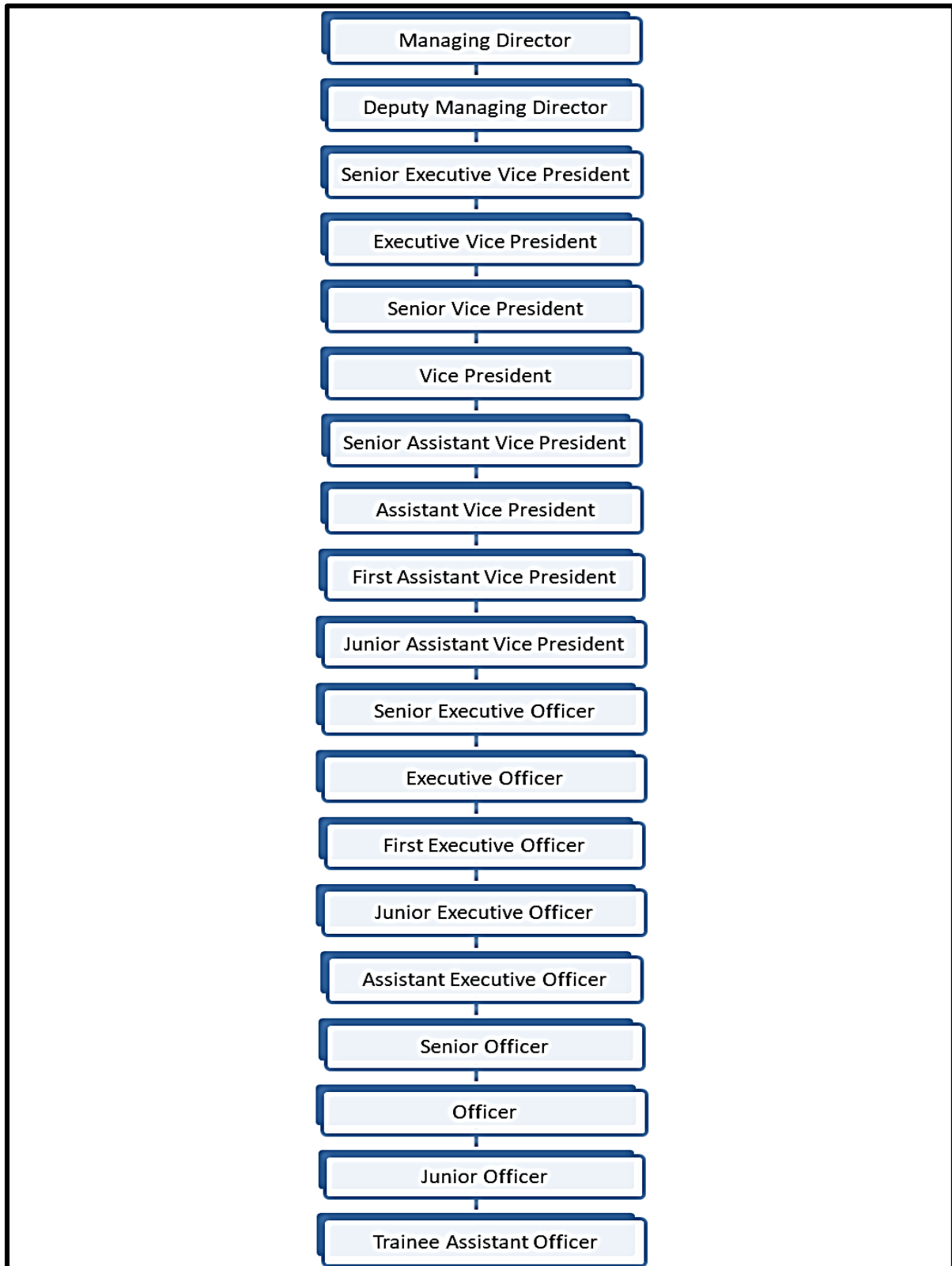
As a latest growing Islamic bank SJIBL is functionally organized with its employees and services to give cordial service to the customers. The organization is structured like this-

**Figure 1: Management Hierarchy (SJIBL)**



The detailed update for management level for SJIBL is given on the next page which talks about from top level to junior level employees:

**Figure 2: The Organogram of SJIBL**



### **2.3.2 Management Strategy:**

- Striving for customer's best satisfaction.
- Earning customer's confidence.
- Managing the Bank in the most effective manner.
- Operating the services to the customers effectively.
- Identifying customer's needs.
- Monitoring their perception towards meeting those requirements.
- Reviewing & updating policies, procedures & practices to enhance the ability to extend better services to the customers.
- Train & develop all employees & provide them adequate resources so that the customer's needs are reasonably addressed.
- Promote a friendly working environment.
- Expand portfolio both the retail & wholesale markets.

**2.3.3 Functions of SJIBL:** The functions of SJIBL describes how the different departments of the organization works. Like, IT, marketing, HR, customer service, general banking, cash, Investment, foreign exchange etc.

**2.3.4 Other functions of SJIBL:** Along with the organizational functions there are some other functions which benefitted the people and enhance organizational reputation.

#### **❖ Corporate Social Responsibility:**

SJIBL believes that the most rewarding investment is investing for the society. The bank driven by its purpose to sustain and ensure growth by making profit for people and not over them. They believe in creating lasting value for the clientele, shareholders, and employees and above all for the community they operate they recognize that they have some definite responsibilities to their customers, employees, government, environment, and to the communities at large.

#### **❖ Environmental & Social Obligations:**

Shahjalal Islami Bank Ltd. (SJIBL) undertakes its responsibility to be recognized as an organization that is aware of both its social and environmental obligation. SJIBL has engaged itself to influence its customers to operate responsibly and minimize impacts on climate change issues, hazardous waste disposal, and depletion of non-renewable natural resources. The key areas that the Bank focuses upon are to provide a safe and healthy workplace, protect the



environment and conserve energy through use of appropriate technology and management practices.

❖ **Ecology & Green Banking:**

Green Bank is simply with social awareness. SJIBL insists on going green to help the environment that promote its online banking, Mobile Banking or the idea of socially responsible investment funds for sustainable project finance activities. An important and easy aspect of green banking is online and investment in eco-friendly business projects.

**2.4 Marketing Practices:** This talks about the products and services the organization offers for the customers. In this session how different sections of the bank works and offers for the customers are described.

**2.4.1 Products & Services:** The products and services they offer for their customers are related to operation management and practices system which are given in 2.6.1 in details. The products are related to bank products offerings and the types of services they give to their customers.

**2.4.2 Marketing Mix:** Marketing mix talks about the 4p's of marketing and how they are related with the organization work.

**Product:** Product means customer solution. Shahjalal Islami Bank Limited introduces some products for their respective customers. To relate with example, Mudraba Savings deposit, Mudraba Monthly Income etc.

**Price:** Price means customer cost for the products. Shahjalal Islami Bank Limited's pricing system is also satisfactory. Example, the profit rates for the products.

**Place:** Place means convenience. Its channels, coverages are also satisfactory. SJIBL branches in different location of BD are examples for places.

**Promotion:** Promotion refers to communication. There is a lacking for the advertisement activities. For promotion, they prefer employee personal references like the people the employees knew, but no other promotional activities.

**2.5 Financial Performances and Accounting Practices:** The overall company growth, output, equity, investment and the criteria related with financial performances are calculated.

### 2.5.1 Company Growth:

#### Growth in Operating Profit:

During the year 2019, the Bank earned an amount of Tk. 15,288.77 million and spent an amount of Tk. 11,960.85 million, resulting a total Operating Profit of Tk. 3,327.92 million which increased by Tk. 348.71 million over that of last year. A summary of operating result of the bank as on December 2019 vis-a-vis the position of December 2018 is shown below: -

**Table-1: Summary of operating result for the year 2018-2019**

Particulars	2019	2018
Total Income	15,288.77	12,964.67
Less: Total Expenditure	11,960.85	9,985.46
<b>Net Profit before Provision &amp; Taxation</b>	<b>3,327.92</b>	<b>2,979.21</b>
Less: Provision for Investment, Off Balance Sheets, Shares & others	1,249.40	673.13
<b>Net profit before Taxation</b>	<b>2,078.52</b>	<b>2,306.08</b>
Less: Provision for Taxation	882.62	748.71
<b>Net Profit after Tax</b>	<b>1,195.89</b>	<b>1,557.37</b>
Statutory Reserve	415.7	461.22
<b>Retained Earnings</b>	<b>780.19</b>	<b>1,096.15</b>

#### Growth in Branch Network:

The bank has been operating with a network of 113 branches<sup>1</sup> all over the country. In the year 2018 the bank has opened 10 (ten) new branches. The bank is working to expand its business by opening 10 more branches in Dhaka and some other strategically important locations of the country in the year 2019 upon approval of Bangladesh Bank.

#### Growth in Human Capital:

Shahjalal Islami Bank Limited is a preferred place for work of its existing and aspirant professionals in the industry. In the year 2018, the bank recruited a total of 259 new employees in different positions. The bank provides equal opportunities for employment, learning &

development and career advancement for both genders. Out of the total number of 2,402 employees, 380 employees are female and rest 2,022 employees are male.

**Table-2: Manpower Comparison from the year 2018-2019**

Manpower	2019(Number)	2018(Number)
<b>Officers</b>	2334	1924
<b>Sub-staffs</b>	528	497
<b>Total</b>	<b>2852</b>	<b>2322</b>

**2.6 Operations Management and Information System Practices:** SJBL operates different types of services for their customers to maintain proper operations management system and information system practices. The functions they provide are given below:

**2.6.1 Various Products and Services:**

❖ **General Banking Activities:**

General Banking is the section which directly communicate with clients. This department is the starting point of all banking activities. Another name of general banking is retail banking. It involves in-

- ✓ Account opening section,
- ✓ Cash section,
- ✓ Clearing section and
- ✓ Local Remittance section

➤ **Account Opening section:**

To be a customer of the bank a person needs to open a bank account. Account opening is the first step to establish relationship between bank and customer. Types of account are given below:

1. **Mudaraba Savings Deposit Account (MSD)**
2. **Al Wadiah Current Deposit Account (ACD)**
3. **Mudaraba Term Deposit Receipt Account (MTDR)**
4. **Mudaraba Short Notice Deposit Account (MSND)**

**Different type of scheme:** Shahjalal Bank is providing different type of scheme based on Sariah which are profitable for bank and customer as well.

### 1. Monthly Deposit Scheme (MDS):

A fixed amount of profit will be given every month to the depositor and that's why it is a very attractive scheme. No profit will be given if the money withdrawn within one year.

### 2. Hajj Deposit Scheme:

To perform Hajj money can be deposit at installment basis from one year to twenty-five years installment is applicable under this scheme.

### 3. Monthly Income Scheme (MIS):

This scheme is very attractive for jobholders because by depositing minimum amount they get a good amount of profit. If an applicant deposit 1, 00000 taka he or she will get 750-taka profit at each month.

### 4. Mudaraba Double Money Scheme:

In this scheme a client can enjoy double money which is totally based on Sariah. A depositor can deposit more than 10k for 8 years and after the finishing of maturity date depositor can collect the double amount of money. Account holder have to pay all types of government tax.

**Table 03: Rate of Mudaraba Double Money Scheme**

<b>Double Benefit</b>	8.70% (Minimum amount Tk. 10,000.00 & will be doubled in 8 years)
-----------------------	--

### 5. Mudaraba Multiple deposit scheme:

We know that for buildup capital we have to save money. People says that saving is the skeleton of development. This is a 13 years deposit scheme which makes the money triple because of the high profit rate. These types of scheme encourage people to save more money for the development of the country.

**Table 04: Rate of Mudaraba Multiple deposit scheme**

<b>Triple Benefit</b>	8.48% (Minimum amount Tk. 10,000.00 & will be tripled in 13 years)
-----------------------	---

### 6. Mudaraba Millionarrie Scheme:

The maturity date is longer than the other scheme, usually this scheme is much more attractive for school going people. Is the deposit want to get loan he or she can avail 80% of the deposited

money. No cheque book is provided by the bank, bank can give the deposit book for this type of account.

### 7. SJIBL school banking:

This account usually open for students which encourage them to save money for the future. Students can't open or operate the account at their age of 18 they can do all types of trisections.

**Table 05: Rate of school banking Scheme**

<b>Mudaraba School Banking Account</b>	4.00%
--	-------

**Other Schemes:** Along with these schemes there are other schemes also, which are given below:

- Mudaraba Cash Waqf Deposit Scheme
- Special term deposit Scheme
- Mudaraba housing deposit scheme
- Mudaraba money spinning
- Mudaraba SME scheme etc.

**2.7 Industry and Competitive Analysis:** Industry and competitive analysis (ICA) is a portion of any procedure advancement in firms and different associations. The motivation behind ICA is to comprehend factors that influence on the exhibition of the business, and also the presentation of firms inside the business.

**2.7.1 Conventional Vs Islamic Banking:** The types of banks are different from each other based on their laws, services, profit and loss sharing which are described in details in this topic.

**Laws:** Islamic banking basis its operations on the Sharia Laws. It thus means that goods that are prohibited within the Muslim community will not be traded through these banks. For instance, an Islamic bank cannot advance you a loan to start a wine shop.

Conventional banks, on the other hand, operate on man-made laws. Their main motivation is business, and sometimes it has taken the intervention of governments to regulate unethical trading. These banks have lobby groups that represent their interest when they want to change laws on how they operate. Some of the laws are based on supply and demand forces while others are simply through consensus.

**Concept of money:** When you ask many people the main alteration between an Islamic bank and a conventional bank, the most probable answer is that the former does not charge interest. It is true, but there is more to it. Money is a medium of exchange, and one can use it to acquire assets and any other commodity allowed by Sharia Laws. Islamic Banks also view money as a store of value and can thus be used to value an asset.

Conventional banks approach money in three dimensions. It is a commodity, medium of exchange and stock of value. Viewing money as a commodity makes it possible for these banks to trade money at higher prices than its face value. These banks also rent out money and receive interest when the borrower pays back.

**Profit and loss sharing:** There are two sides of profit and loss sharing concept. The first one is when a customer trusts a bank for safe keeping of his or her valuables. This can be money or other properties such as precious metals or a title deed. The second scenario is when a financial institution advances a loan to a client.

Islamic banks will verify and assess the risks involved before advancing a loan. There are several arrangements, and Mudaraba is among the most common. Take for example when you want to buy a house. The bank will buy the property and then sell it to you.

Conventional banks are profit oriented. If an upheaval hits your investment, you still have to clear the premiums because they are just after the interest. The only advice they can offer you is to take an insurance policy to cover unforeseen catastrophes. When you deposit money for safekeeping, they can rent it out to other people without your knowledge. These banks will not share the profit they get from the transaction with you.

**Relationship with the financial institution:** Conventional banks do not operate on debtor-creditor basis but more like a partnership. That is why in some cases you can share profits and losses depending on the outcomes. Islamic banks carry out risk analysis to ensure that the investment is safe and allowed by Islamic laws.

Even though the two accept deposits and advance loans to their customers, they are very different operation wise. The penetration of Islamic Finance is still low but has a promising future as more and more people learn of its features.

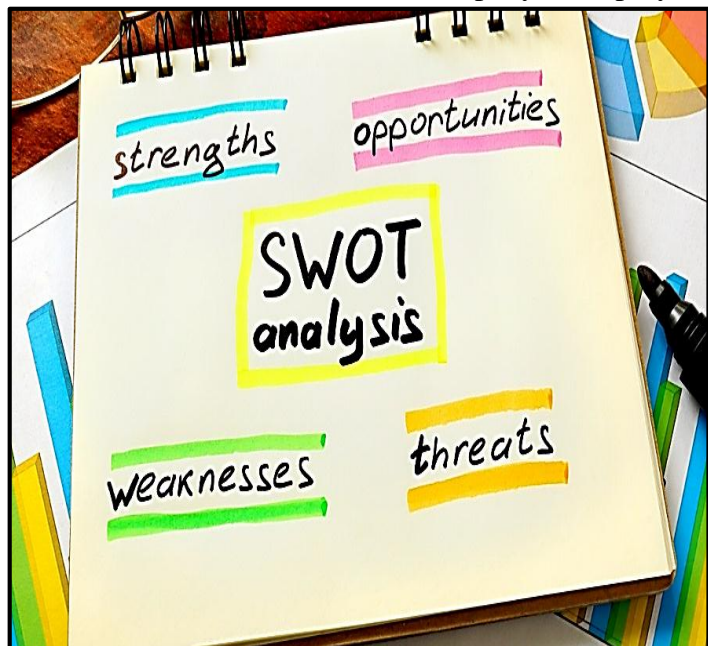
**2.7.2 SWOT Analysis:** We can easily get an idea about organizations strength, weakness, opportunities and threats which is given-

**Strength:**

1. **Empowered workforce:** Human resource management team of SJIBL are skilled enough to manage stimulating situations. SJIBL focus on nonstop development of their employee.
2. **Strong Corporate identifies:** SJIBL provides the financial service in nationwide which generates a strong corporate icon in customer minds.
3. **Strong employee bonding:** The main resource for each of the company is employee.

The employees of SJIBL have a strong bounding with each other and consume a powerful sense of commitment as well fitting.

4. **Satisfactory internet banking:** Internet banking enable a person to do banking activities from their desired place. SJIBL provides customer satisfactory IT service. SJIBL ensure strong



security system so that customers can do online transection without any hesitation.

5. **Interest free bank:** In Bangladesh most of the people are Muslim and according to Islam the interest is haram. Shahjalal bank is interest free bank and that's why this bank is preferable bank for Muslim people.

**Weakness:**

1. **Lack of strong marketing and advertisement:** Shahjalal Islami Bank Limited still have not taken any plan to promote themselves in TV ads, Mass media, Banner, social media. They don't arrange any campaign to promote their services offer.

- 2. Expose to credit concentration risk:** Bank suffer from credit concentration risk as because, some client doesn't successfully pay their installment and sometimes after acquiescing final notice it is not possible to get money from them.
- 3. Charges higher fee:** Sometimes I originate that they charge a higher fee associated to other bank which creates a negative image in among customers. Example, if anyone bank statement is more than 5 pages then they takes extra fee for that.

#### **Opportunities:**

- 1. High demand of Cards, FDR, DPS and CCS:** The bank provide some special offer in cards like discount, buy one get one free and customer always do shopping by taking loan without any hidden charge. The FDR and DPS interest rate are become higher than other bank which encourages customer to save money
- 2. Number of branches are high:** SJIBL has 122 branches over Bangladesh to provide quality service to customers. It's also provide online banking, SME banking facilities.
- 3. Countrywide network:** Their main apprehension is to promote their goodwill and develop in number one position by giving strong network service to consumers and they are also apprehension about employee satisfaction,
- 4. Client rating to enhance investment:** Satisfactory product and facilities increasing client day by day which are helping to increase up the investment as well.

#### **Threats:**

- 1. Number of competitors:** Bank industry are rising day by day so customers are getting more substitute to switch. On the other hand, there are opportunity that the competitors might copy the innovative product and service offering.
- 2. Liquidity Crisis:** Liquidity Crisis arises in the money market. In occasion time as well as financial times they can't manage endowment to cross their limit.
- 3. State Law:** As it is an Islamic bank so the law is little bit different from another bank.
- 4. Target fulfillment:** Every branch desire to achieve its assigned target if they fail to achieve it then that branch need to suffer from a drawback.



# ***CHAPTER 03***

## ***PROJECT PART: PERFORMANCE EVALUATION OF SJIBL***

**3.1 Introduction:** To give a clear and detailed introduction why the project I am doing, the objectives that I need to achieve, significance, the sources of the data are described.

### **3.1.1 Background:**

Sahajalal Islami Bank Limited is a well reputed bank, which is 6th Islamic Shariah built bank in Bangladesh. The Bank underway its operation on 10th May 2001, during this period it recovered its image in the society as an Islamic Bank. Now it has 92 branches in Bangladesh. All branches are situated in the highly necessitated areas.

This report, “Performance Evaluation of Shahjalal Islami Bank Limited” has been organized to accomplish the partial requirement of BBA program as a mean of Internship Program. While preparing this report, I had a great chance to have an in-depth knowledge of the banking activities of Shahjalal Islami Bank Ltd.

**3.1.2 Objectives:** Objective of this report includes two types of objectives, which are broad objective and specific objectives. A broad objective and some specific objectives are included in this report. They are:

#### **Broad Objective**

For completing my internship smoothly gather some practical knowledge about working environment and designate the data gathered from practical experience of working in SJBL.

#### **Specific Objectives**

The specific objectives of this report are given below:

- Advance the practical knowledge by observation and analysis.
- Narrate the practical knowledge with theoretical knowledge.
- Distinguish about Shahjalal Islami Bank Limited (SJIBL) operational activities which is based on Islami Shariah.
- Deliberate about the General banking, Investment, Foreign exchange, HR.
- Discuss about the Performance Evaluation of SJIBL.
- Gather information about the works of HR in SJBL.
- Develop practical experience how the works are done in SJBL.
- Know in depth about HR works.

- Relate everything with my educational experience.

### 3.1.3 Significance:

The foremost purpose of this study is to become accustomed with the applied business world and to achieve practical knowledge about the overall Banking, which is so much crucial for each and every student to meet the extreme increasing challenges in job market. This report finding's will be helpful for the supervision in struggling to improve the overall service quality and also to sanction the company's services to customers and also for the employees. However, the study will be very beneficial for the top management in refining the employee performance evaluation more satisfactorily. Because if the employees are pleased, they will serve the customers more politely. Besides, it would be a great opportunity for me to attain practical knowledge on the various spheres of banking business. Moreover, this study is very noteworthy for both the company and me.

### 3.2 Methodology:

Methodology designates the manner in which data is collected, analyzed and interpreted. The data that will present in this research paper would collect from primary and secondary data source. The sources are mentioned below:

**Primary Sources:** Primary data are those data which is originated by the author for the precise purpose of describing or analyzing something. In this report the primary data source would be raw data congregation from own observation. The primary data source that will be used in this report is data obtained through applied involvement with job responsibilities.

The primary data had been collected in various ways. The different sources were:

- Direct discussions with the employees and chances were given by the management to work in applicable grounds in SJIBL.
- Individual interrogating and cooperating customers at SJIBL.
- Witnessing various organizational dealings.

### Secondary Sources:

Secondary data are data composed for some purpose other than the main facts. Secondary data are quick source of background information. In this report the information collected from

indirect source will be considered as secondary data sources. The secondary data source that will be used in here would be:

- Annual Report of Shahjalal Islami Bank Ltd.
- Progress report of the Bank.
- Internet.

### **3.3 Findings and Analysis:** The findings and analysis are given below:

- Shahjalal Islami Bank Ltd. has very good traditional citations process. Although they are not following any high technology or so but they consuming a very decent record of the brochures and particle system also the serial is been properly maintained too.
- Majority of customers are an account holder of this bank because they have the opportunity to choose various types of Shariah based Accounts. In this branch customers prefer investments and current deposits and other accounts.
- Customers like the brand name of Shahjalal Islami Bank Ltd. and fully satisfied with this.
- This bank charges moderate value toward the customers. Majority are found to be medium value which they are able to pay to get the product or service. Moreover, credit card charge also reasonable and has some clear conditions.
- People are gratified about the location of this branch and this place is suitable for financial transaction.
- Shahjalal Islami Bank Ltd. is not creative on their exterior design. Majority of respondent said that bank is not good in terms of it's the exterior decoration.
- The bank is good in terms of its interior design. But there is no enough space inside the bank to move freely. General banking has such small space that it is not enough for attracting the customers.
- Shahjalal Islami Bank Limited clients could know about the bank over its current clients because lack of commercial they could not get enough information about the bank. Shahjalal Islami Bank Ltd. invests little bit for promotional program.
- Shahjalal Islami Bank Ltd. is operating the business in a very proficient style with active and well perform employees. They are very reverent to the Bangladesh Bank's

policies and very much serious to fulfill customer satisfaction. Again, they are very cooperative to their customers as well. They always try to help the customers at their best.

- Shahjalal Islami Bank Ltd. is a reliable bank and provides better service to its customers.
- The employees of this bank is not fully satisfied because of the outdated works they follow.
- Employees do not get proper support to make their work easier.
- Employees are highly pressurized to fulfill their work within a short period.
- Employees need proper training and services to maintain their productivity.

### 3.3.1 What is Performance Analysis:

Performance analysis is the process of studying and evaluating the performance of a particular scenario in comparison of the objective which is to be achieved. It can be done for any financial issues like ROI, profits, or HR performance analysis, employee contribution, productivity, outcomes, growth everything can be calculated through performance analysis.

Performance analysis consists of three things which are:

- **Data collection:** This consists of collecting the data related to analysis and keep that data safe for further processing.
- **Data transformation:** In this step the collected data will be transformed into specialized volume of data.
- **Data visualization:** This process can benefit much from the use of data visualization technique. It also concludes the performance analysis along with its overview.

### 3.3.2 What does performance Analyst Do:

The work of performance analyst is to calculate every types of performances related to the growth of the company, the future benefits and threats of the company. In any organization a performance analyst analysis on many things like ROI, Profitability, Market share profitability, all types of financial growth of the company, customer dealings, employee performance

analysis, growth and productivity of individual employees, employee's outcomes, benefits etc. are calculated and based on this a perfect result or solution is given to the authority.

**3.3.3 Performance Evaluation of SJIBL:** How the performance evaluation of SJIBL works are given below-

- The Performance appraisal is a conversation and evaluation of an employee's performance of allocated duties and responsibilities. The appraisal is based on the outcome acquired by the employee in his/her job, not on the employee's personality features. Performance appraisal procedures skills and activities with reasonable accuracy and consistency. It delivers a way to help classify areas for performance development and to help encourage specialized growth. Free lines of communication throughout the year help to make effective working relationships.
- Every employee is free for a thoughtful and careful judgment. Success of the process hinge on on the supervisor's motivation to complete a positive and objective assessment and on the employee's willingness to respond to constructive suggestions and to work with the supervisor to reach future goals.
- Performance evaluation is very important because its assistances to understand of each employee's abilities. It also supports to recognize achievement, to assess job progress, and then to project training for the further development of skills and strengths. A considerate evaluation can arouse employee's interest and recover job performance.
- For a bank evaluating their employee is very important. This work is actually done by HR department. They appraise the each & every employee's performance. Shahjalal Islami Bank also organizes that in following ways.

### 3.3.4 Sample of Performance Evaluation:

In this set-up there are four parts. In the first section of part A there is some elementary information like-name, date of birth, Present Title, Date of approval, Date of joining etc. have to filled by the appraise. Here, an evaluation mean that who is magistrate by other and an appraiser mean that who judges others.

**FOR THE PERIOD FROM 05. 01. 20 TO 31. 03.20**

**Name of the Branch/Division: Mohakhali Branch**

<b>PART-A</b>		
(To be filled-in by the Appraise)		
1	Name (in block letters)	MD. RAYHAN AZAD
2	Present Designation	Senior Executive Officer
3	Date of birth	18.07.86.
4	Date of joining in SJIBL & designation	05.03.2008 & MTO
5	Date of confirmation	02.03.2008
6	Academic qualification	B.S.S.(Hons) M.S.S in Economics from D.U.
7	Professional qualification	N/A
8	Previous employment record	Dhaka Bank Ltd
9	Date of last promotion in SJIBL	N/A
10	Present Date and Posting with date	Mohakhali Branch, 25.03.2020
11	Present Emoluments	Basic Tk. 38,875/ and Gross Tk. 74,587/
12	Business performance (Applicable for Branch Manager SL No. i to vi and all Officials SL No. i & ii): In every bank, they gives a target for a year to their employees and the employees have to try to fulfill it. In this segment the branch manager check the required targets, achieved targets and give the percentages of the achieved targets	

Sl. No.	Nature	Target for the year 2019	Target achieved as on 31.12.2019	Target achieved 31.12.2019(%)
i.	Deposit	15 Cr.	15 Cr.	100%
ii.	Investment	5Cr.	5Cr.	100%
iii.	Profit/Loss			
iv.	Export			
v.	Import			
vi.	Remittance			

Amount of classified Investments recovered during the year-2020 (for Branch Manager), if any,

13. Business performance of the Officials other than Branch Manager during the period under review as per Appendix-A.

14	a.	Training underwent during the year under review (state in detail):	
	b.	Any training in abroad:	
	c.	Please indicate in which area you intend to be trained up in the year 2020:	General Banking

Md. Rayhan Azad Senior Executive Officer

\_\_\_\_\_  
Name

\_\_\_\_\_  
Designation

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**PART-B**

**(To be filled in by the Appraiser)**

15. Detail of performance rating:

In this part there are some criteria like- responsibility, planning, leadership, professional knowledge, innovation, decision making, team orientation etc. and some rating points like, outstanding, very good, average, below average. The appraiser evaluates the performance based on those criteria and giving points according to the rating points.

SL. No.	Appraisal Criteria & Rating Points	Exceptionally High level of achievement & managerial skills	Very high degree of achievement & managerial skills	Generally good level of achievement & managerial skills	Meet minimum effective performance standard	Does not meet minimum effective performance standard for that position
	<b>Criteria-Rating Points</b>	<b>Outstanding 04</b>	<b>Very Good 03</b>	<b>Good 02</b>	<b>Average 01</b>	<b>Below Average 00</b>
1	<b>Responsibility</b> (Sense of Responsibility)	04				
2	<b>Competence &amp; Commitment to the implementation &amp; compliance of Shariah Principles in Banking Operations</b>		03			
3	<b>Professional Knowledge</b> (Knowledge of Banking & Assigned duties)		03			
4	<b>Planning</b> (Ability to plan activities in advance and to accomplish by setting priorities)		03			
5	<b>Leadership</b> (Ability to inspire subordinates and to develop them and utilize man power)		03			
6	<b>Initiative &amp; Enthusiasm</b> (Extent of ardent zeal to take first step/drive/leadership in marketing & other banking matters)			02		
7	<b>Innovation</b> (Extent of Imagination & the Practicability of the ideas as applicable to the job)		03			
8	<b>Analytical Ability</b> (Ability to analyze, assimilate & present facts clearly and concisely)	04				

9	<b>Decision Making</b> (Ability to Demonstrate preparedness to debate his/her views which are always based on a sound analysis of facts)	04				
10	<b>Thoroughness</b> (Ability to demonstrate professionally prove the skills in the job assigned and total awareness of the technicality and capability to undertake the workload)	04				
11	<b>Drive for Excellence</b> (Ability to Demonstrate promoter of new ideas and changes for improvement to get the job done smoothly and in short time)			02		
12	<b>Team Orientation</b> (Ability to Demonstrate involving his/her team in meeting the objectives planned)		03			
13	<b>Ability to adapt to a change</b> (Demonstrate ability to continue to perform inspire of changing procedures and situations and ability to predict effects of anticipated changes and take them into account sportingly)			02		
14	<b>Interpersonal relationship</b> (Acceptability to the colleagues & seniors)		03			
15	<b>Marketing &amp; Selling Ability</b> (Deposit mobilized & business procured)		03			

16	<b>Customer--client relationship</b> (Ability to demonstrate courtesy and friendliness towards customers and ability to respond to customer's request timely and follow it up to ensure customer's requests are met by self or others)			02		
17	<b>Knowledge about the Bank's products, services and policies</b>	04				
18	<b>Quality &amp; quantity of works</b>		03			
19	<b>Preparedness to work under pressure and ability to handle issues under crisis</b>				01	
20	<b>Honesty &amp; integrity in financial discipline</b>			02		
21	<b>Attendance, time consciousness &amp; punctuality</b>		03			
22	<b>Reactions to behavior to Supervisor, Colleagues &amp; Customers</b>			02		
23	<b>Problem solving ability in customer need satisfaction</b>			02		
24	<b>Physical &amp; Mental health condition vis-à-vis Personality, appearance and presentation</b>				01	
25 (A)	<b>Communication (Written)</b>		03			
25 (B)	<b>Communication (Oral)</b>		03			

**16. a) Irregularities committed, if any, during the review period with detail :**

NO, the employee maintain punctuality.

**b) Warning, Reprimand, Punishment, if any, during the period under review with date:**

NO, shows responsibility and sensibility towards work.

**17. Performance Summary** ((Highlight the most significant aspects of the employee's performance over the last year after taking into account the ratings on various factors. Indicate both strength and weakness.)

The employee always maintains a goal to achieve 100% target, punctual but his presentation skill rather than his personality is not efficient.

**18. Overall performance rating (tick the appropriate box):** In this part appraiser counts the rating points of employee's performance from the previous part (no.15) and then fills this part. Like, in the previous part we can see that the employee gets 5 times outstanding ( $5 \times 4 = 20$ ), so he collect 20 in outstanding. Then, the employee gets 11 times very good ( $11 \times 3 = 33$ ), 7 times gets good ( $7 \times 2 = 14$ ) and gets 2 times in average ( $2 \times 1 = 2$ ). So the total is 69. In SJIBL they count this number as percentage. So the employee get 69% and the employee get "Good".

<b>Outstanding</b> (85% and above)	<b>95%</b>	<b>Exceptionally high level of achievement &amp; managerial skills</b>
<b>Very Good</b> (75% but below 85%)	<b>82%</b>	<b>Very high degree of achievement &amp; managerial skills</b>
<b>Good</b> (60% but below 75%)	<b>70%</b>	<b>Generally good level of achievement &amp; managerial skills</b>
<b>Average</b> (50% but below 60%)	<b>60%</b>	<b>Meet minimum effective performance standard</b>
<b>Below Average</b> (Below 50%)	<b>48%</b>	<b>Does not meet minimum effective performance standard for that position</b>

**19. Recommendation of the Appraiser about Appraise (please put your initial in the appropriate box):** After getting the rating points, the appraiser gives recommendation to the appraise whether he gets promotion or not, whether he needs more development or not, whether he gets increment or not etc.

He settles and gratify with all the decisions of the organization.

a)		<b>Recommended for promotion to.....</b>
b)	YES, need promotion.	<b>Not yet ready for promotion, needs further development in present position</b>
c)		<b>Recommended for Annual Grade Increment</b>
d)		<b>Recommended for special Increments (s). Please mention number of Increment (s).....</b>
e)		<b>Recommended for confirmation</b>
f)		<b>Should be consideration for another job such as.....</b>

<b>i. State reason(s) for a, b, d &amp; f above :</b>
<b>ii. If the employee is found deficient in any area, it should be stated in details along with recommendation for improvement :</b>
He is efficient enough but he can improve his presentation skill.
<b>iii. Does the employee need any training? If yes, mention in detail :</b>
Yes, he can develop his presentation skill by attaining a training session.

PART-C

**(To be filled in by the Superior Official of the Appraiser)**

**18. Assessment of Superior Official of the Appraiser (Please put your initial in the appropriate Box): This part is mainly filled by the Superior official appraiser. They are basically observed the whole evaluation and judge whether it is right or not. Then they give their point of view.**

I do agree with the assessment: Yes, I agree.

I do not agree with the assessment:

**Points of Dissent:**

**01.** -

**02.** -

**03.** -

**04.** -

**05.** -

I do agree to the recommendation of the Appraiser:

I do not agree to the recommendation of the Appraiser:

**Reason(s) for Disagreement to the Recommendation:**

**01.**

**02.**

**03.**

**04.**

**05.**

\_\_\_\_\_  
**Name**

\_\_\_\_\_  
**Designation**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**



PART-D

**(For Head Office use only)**

**Comment/Decision of Management:**

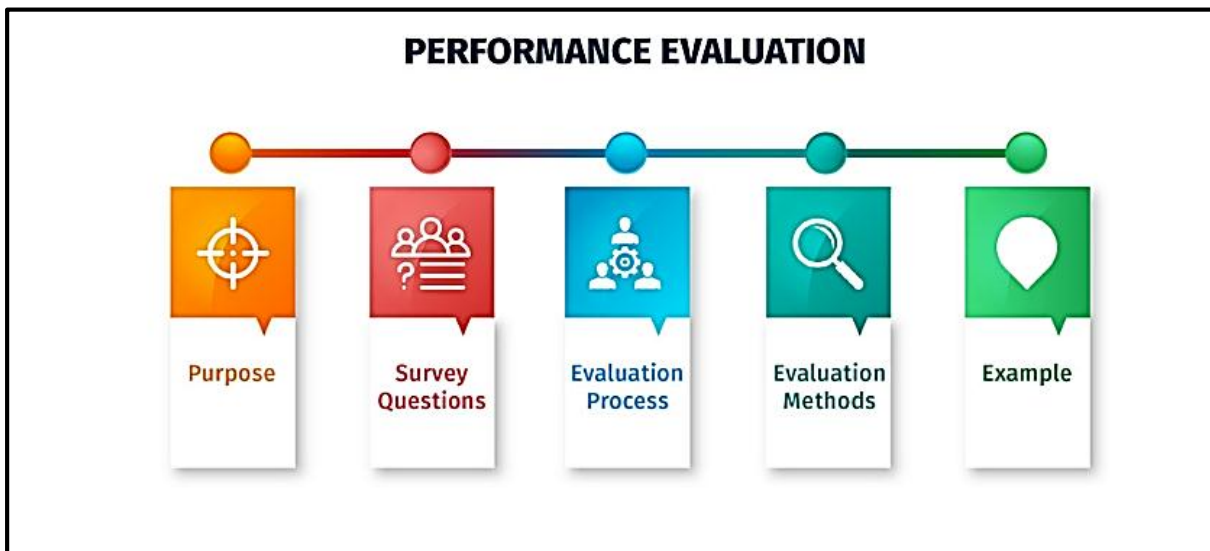
**We try to follow and maintain affectivity during the performance evaluation of any employee.**

**Shahjalal Islami Bank Ltd follows this format, fills up those parts carefully and observed the system effectively. In this way SJIBL appraised their employees and try to achieve a healthy environment in their human resource management department.**

### 3.3.5 Performance Evaluation Process in SJIBL:

Performance evaluation can be defined as an employee's report card from the manager that acknowledges the work, he/she has done in a specific time period and the scope for improvement. This evaluation process follows a process which is given below:

**Figure 03: Performance Evaluation**



- **Purpose:** The purpose is to make an employee understand about where does his or her position is than others in the organization. SJIBL evaluate their employees so that they can promote them with upper position or compensation also they can evaluate every employee and know if they needed any further training or not.
- **Survey questions:** This question contains of types of questions like job satisfaction, value addition, workplace culture etc.
- **Evaluation process:** The process can be through exam based, target based, work time based, punctuality or regularity based, hourly based. SJIBL follows target-based evaluation process.
- **Evaluation method:** There are two types of evaluation method- Traditional and Modern Evaluation method. SJIBL follows Modern evaluation method which contains of Management by Objectives (MBO), 360-Degree Feedback, Assessment Centre Method, Behaviorally Anchored Rating Scale (BARS), Psychological Appraisals, Human-Resource (Cost) Accounting Method. SJIBL follows Human Resource Accounting Method.

### 3.3.6 Use of Performance Evaluation method for SJIBL:

SJIBL follows Human Resource Accounting Method to do employee performance evaluation. This method aims to find out the net contribution of employee to the company in monetary terms. The cost of employee is calculated by adding the expenses incurred on the employee like his compensation, cost of recruitment and training and development. After this, the monetary contribution of employee is found out. The difference between contribution and cost of employee indicates the performance of employee. If the contribution is more the employee will be appraised positively.

When an employee's performance is evaluated based on cost accounting methods, factors like unit-wise average service value, quality, overhead cost, interpersonal relationships, and more are taken into account. Its high-dependency on the cost and benefit analysis and the memory power of the reviewer is the drawback of human resources accounting method.

To complete employee performance evaluation SJIBL follows this method and they use the format of employee performance evaluation for this.

### 3.3.7 An Effective Performance Evaluation for SJIBL Employees:

To conduct an effective evaluation for the employees of SJIBL they follow some step. SJIBL follows these steps so that they do performance evaluation effectively and to judge the employees. The steps are given below:

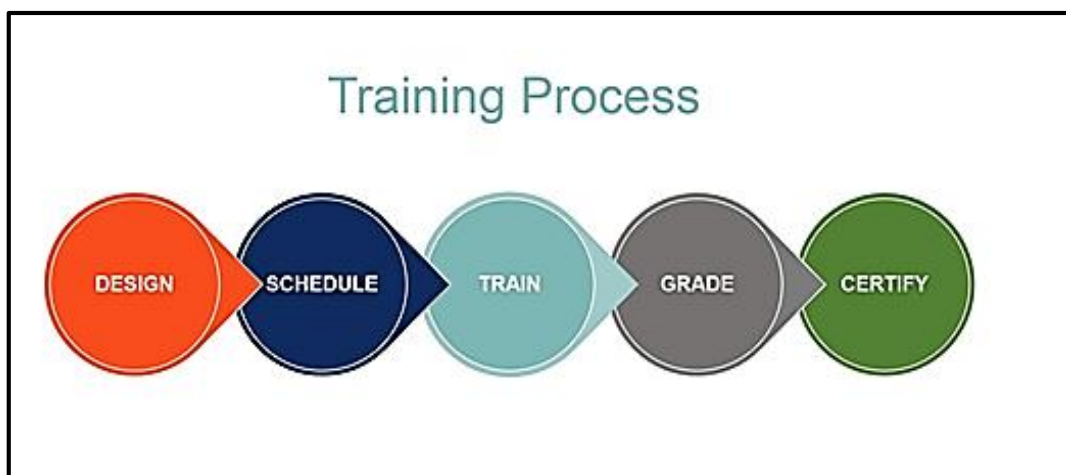
- **Develop an evaluation form:** SJIBL has an evaluation form so that they can evaluate every employee and the form also keep the important information about every employee.
- **Identify performance measures:** Developing these measures can be one of the more time-consuming parts of creating a performance evaluation system, it is also one of the most powerful. SJIBL has their performance evaluation measurement tool to follow which is Human Resource Accounting Method.
- **Set guidelines for feedback:** Feedback is what performance evaluations are all about. So, before you implement your performance evaluation system, make sure that everyone who will be conducting evaluations knows what kind of feedback to give, how to give it and how to get it from the employee in return. SJIBL give face to face feedback through top management to lower management and they also give online feedback through mail and they provide feedback like good, very good, excellent etc.

- **Create disciplinary and termination procedures:** In some cases, even after a thorough performance evaluation and a discussion of expected improvements, an employee will continue to perform poorly. You need to be prepared to handle such a situation by having well-defined, written disciplinary and termination procedures in place.
- **Set an evaluation schedule:** After following performance evaluation system the evaluation form, the performance measures, the feedback guidelines and the disciplinary procedures then SJIBL need to decide when to conduct the performance evaluations.

### 3.3.8 Steps after Performance Evaluation:

After conducting performance evaluation SJIBL work for the betterment of the employees. They try to give clear, fair and specific feedback for the employees. They follow these steps-

**Figure 04: Training Process**



- **Categorize employees:** After doing the evaluation of the employees SJIBL firstly categorize the employees based on their performance like who is doing good, who is doing bad, and who is needed training etc.
- **Analyze the reason of the performance:** SJIBL analyze on the performance evaluation result of every employee and the authority tries to find out the reason of bad or good result. Based on the result if any training is needed the employee is given proper training.
- **Categorize the employees for training:** SJIBL immediately tries to send the employees for training who are badly in need of training.

- **Plan for an organized training:** SJIBL HR team plans for a training which is related to employee performance and service betterment.
- **Conduct a suitable training:** SJIBL work for an effective training for the employees who are in need of that to complete with other employees and give the customers better service.
- **Cost minimization:** SJIBL tries to minimize their cost for training purpose as they already have their own training center and they try to use the center as well as their own trainers.
- **Evaluate and grade:** After the training the employees need to evaluate again so that it can be understand if they have improved or not.
- **Certify a result:** After the final evaluation the employee need to be certified as the performance is compared with the expected performance.

### 3.3.9 Employee Performance after Performance Evaluation:

The employees of SJIBL every time got evaluated after a certain period of time and for this they also got their promotion and increment. This evaluation is related to their fulfilling the target, work pressure, punctuality and other internal behavior also.

If the employees got evaluated properly and fairly, they became very attached with their world and find the work more suitable and find a new energetic environment for work. But somehow, they are evaluated wrong like the employee who is trying best to complete the target and succeed in it though he is not awarded he can be demotivated. Moreover, the employee can lose the productivity which is harmful for both the company and the employee.

On the other hand, if any employee is rewarded by doing nothing, he will be motivated not to complete his task and start to give less effort.

But the employee who is not being able to fulfill the target which he needs to achieve, is fairly evaluated then the management can help the employee by giving proper support, guidance and training.

### 3.3.10 Evaluation after Training:

Evaluation after training program is an essential step for Learning and Development Division of SJIBL because it helps them to get information about the shortcomings of programs so that they can make sound decision about the implementation of those programs. L&D division conducts two types of evaluation after completion of a training program. These are-

- Training program evaluation and
- Trainer evaluation.

**Training program Evaluation:** The process of examining a training program is called training evaluation. L&D division of SJIBL conducts training program evaluation to check whether training program has had the desired effect or not. It also ensures that whether the participants are able to understand what they are taught in the program and to implement their learning in their respective workplaces or to the regular work routines.

**Here are six criteria that SJIBL uses to evaluate their training program-**

- The program was beneficial for performing my duties.
- Level of detail, layout & sequence of course content.
- Approach of trainer and training method was easily understandable.
- Level of facilitator's knowledge, presentation skills and punctuality.
- Would you suggest your colleague to participate in the training?
- Level of operational support and logistics

#### Training Evaluation Rating Scale:

Excellent = 5,
Good = 4,
Satisfactory = 3,
Poor = 2,
Very poor = 1



**Trainer Evaluation:** Besides the training evaluation L&D division also conducts trainer evaluation. In a training program there is more than one trainer and the participants of that particular training program evaluate the trainers based on their training skills. Through this trainer evaluation they get to know how effectively trainers are delivering to the participants.

**Here are nine criteria that SJIBL uses to evaluate the trainers-**

- Punctuality of Trainer.
- Trainer encouraged questions from audience.
- Trainer spoke clearly and audibly.
- Trainer was able to answer queries during the session.
- Trainer was friendly and approachable.
- Presentation on content was informative.
- Presentation on skill of trainer.
- Trainer was able to manage his session time effectively.
- How do you rate the overall skills of the trainer?

**Trainer Evaluation Rating Scale:** Excellent = 4, Good = 3, Moderate = 2, Poor = 1

### **3.3.11 Importance of performance Evaluation:**

The benefits of performance evaluation are many which is both for the company and employee. Those are given below:

**For employees:**

- Every employee's individual performance influences how all the team or even the firm (especially if it is small) is doing.
- It clarifies the employee's role and status in the organization. Some workers like to know where they stand regarding their job performance and want to see what else they can do for the company.
- Self-development is the most important benefit for the employee. Performance appraisal allows you to provide positive feedback as well as identifying areas for

improvement. An employee can discuss and even create a developmental (training) plan with the manager so he can improve his skills.

- It motivates employees if supported by a good merit-based compensation system. Best performers get better pay and benefits packages. Similarly, those employees that lag behind get penalized.
- It provides a structured process for an employee to approach the management for discussions, identify problems, clarify expectations and plan for the future. It lets both manager and employee set up long- and short-term goals.

#### **For organization:**

- The statistics can be used to monitor the success of the organization's recruitment and induction practices.
- Performance appraisal system also helps the management in deciding about the promotions, transfers and rewards of the employee.
- It is easy to identify the under-performers and decide whether you want to keep them hoping for improvement or sometimes have to let them go.
- Both manager and employee, keep performance appraisal records and can retrospectively review the changes in the performance in future.

### **3.3.12 Training Effectiveness of SJIBL Employees with Seven KPI's:**

SJIBL tries to figure out whether the training is effective or not through 7 different KPI's. How SJIBL judge their employees are given below:





- **Time to Proficiency:**

In employee training, SJIBL tries to maintain the faster learners learn, the sooner they can produce results. Consequently, time to proficiency becomes an important indicator of training effectiveness.

Instructional Designers focus much on making learning easy and engaging for learners to shorten the learning curve. SJIBL can also form focus groups and assess their performance both before and after training to see the time taken to reach a certain level of proficiency.

- **Knowledge and Skill Retention:**

To tackle this problem, Instructional Designers constantly try to make learning more engaging, short (bite-sized) and repeat them across regular intervals. How much learners can retain the knowledge and skill they gain in training is a key indicator of how effective the training was. It is usually measured by evaluating the difference between pre- and post-training assessments.

- **Transfer of Training:**

The sole purpose of corporate training hinges on enabling employees to transform knowledge into skill. This is why we strive to align learning with the desired performance of learners and the performance of the organization as a whole. Whether employees are able to translate learned information to their jobs, is an important KPI to measure the effectiveness of training. Hands-on training after a classroom, digital training, performance data, and observation are apt to help assess this KPI. Implemented with learning analytics, it can point to the reasons or knowledge gaps interfering with the transfer of knowledge to the job.

- **Impact on Organizational Performance Metrics:**

Training enables businesses to sell more, increase service efficiencies and productivity, and stay compliant. Simply put, training is the key to enhancing the performance—of individuals and the organization. Measuring this difference between performance metrics, before and after training, is the key to understand its contribution to business ROI.

The impact of training on employee performance and teams/departments also enables learning analytics to help shape the scope for future training and define performance goals.

- **Employee Engagement:**

Employees today have increased bargaining power, the job market is highly transparent, and attracting top-skilled workers is a highly competitive activity.

Training is an important factor in determining employees' experience and learning analytics improves the chances of its effectiveness. Employee engagement as a KPI within workplace training can't be ignored for it quantifies the quality of employee training, enhances employee retention and reduces turnover rates.

- **Net Promoter Score:**

Here the customer's opinion and rating are taken to promote score for the trained employees of SJIBL. Customer Satisfaction is becoming increasingly crucial for a successful business because, with social media, customers have the upper hand and can make or break your organization's image. The Net Promoter Score or NPS allows customers to rate on a scale of 1 to 10 how likely they are to suggest or recommend your services to friends and peers based on their experience.

The same idea can be applied to measure employee satisfaction by asking them, "How likely are you to recommend this course to a peer?" This can work as an indicator of whether the training rolled out for your employees is effective.

- **Stakeholder Satisfaction:**

Here the top management and the manager of the branch plays the role of stakeholder. Training evaluation based on learning analytics revolves a lot around data mining and number crunching. However, quantitative data and reports often fail to give a solution to the problems. This is where qualitative evaluation shines. And the best sources of qualitative feedback are your stakeholders.

Stakeholders of SJIBL hold the ultimate seal of approval on the effectiveness of training. They observe whether employees are able to transfer the knowledge/skills to their jobs. They are also responsible for the performance metrics of employees as well as the team as a whole.

### 3.3.13 Opinions about effectiveness of performance evaluation in SJIBL:

The opinions of employees, manager and staffs are given below:

**Employee opinion:** Employees of SJIBL are satisfied enough about their performance evaluation. But there are some exceptional issues like the management set up a specific number of employees to any designated position or compensation at that time they might decrease the rating of some employees which make them disappointing.

For example, during my internship period they were evaluated and that time a senior executive officer named Nasir Uddin who was evaluated not as good as he fulfilled his work and his dedication and the manager said that they could not promote him as the targeted post is fulfilled. So, he became very disappointed and he was not willing to give as much service he was giving.

**For Manager:** For the managerial level it also depends on the target fulfilling of the manager as well as the target of the whole branch.

To relate with, Mohakhali branch manager was awarded the best manager as the branch fulfilled 100% target as well as the manager does.

**For staffs:** SJIBL also work for keeping the data for the staffs like peon, tea boy, security guard etc. To motivate them they give increment as well as they repositioned them like best security guard, best peon and best staff. They provide them different dress code and a badge so that they feel motivated.

To sum up, performance evaluation of SJIBL is effective and important for every management level.

## 4.0 Conclusion and Recommendations:

SJIBL is now a major player in Bangladesh's banking sector. The organization has an extensive portfolio to their customers and a good financial performance.

The technique SJIBL is developing its facility one day it may develop the market leader. Every bank has some constructive and undesirable sides. Based on my involvement SJIBL should give more importance to its customer and for that employee training is needed. The bank holds their customer more sensitively. If SJIBL don't uninterruptedly updated then it can't survive up with their competitors as banking system is always shifting and being correspondingly challenging. SJIBL main purpose is always on superiority service not on amount and that's why they are additional giving importance on customer not in their business.

During my internship period, I face some problems as a learner and I noticed some problems there like the employees are not well trained to move with the updated technological system. Along with that the organization should take special care of their customers as well as employees. To sum up, SJIBL can update their management system to enhance their financial growth and maintain a strong prominent portfolio.

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