

Report On Performance Appraisal System

By:

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An internship report submitted to the **Dr. Akbar Ali Khan** as part of the requirements of
Masters of Business Administration (MBA)

Brac Business School
Brac University
27 September 2020

Declaration:

It has been declared that

1. This submitted report is my original work for achieving my dregree at Brac University.
2. Any kind of publications of article does not included here, excluding some cited references.
3. I haven't included any submitted report from other institution.
4. All major sources have been acknowledged here

Full Name & Signature of the Stdudents:

.....
Shamima Sultana
Student ID- 17264086

Full Name & Signature of the Supervisor:

Dr. Akbar Ali Khan
Professor
Brac Business School

Forwarding Letter

Dr. Akbar Ali Khan, Phd
Professor
BRAC University
66 Mohakhali, Dhaka-1212

Subject: **Submission of Internship Report**

Dear Sir,

I would like to submit my internship report on *Title: "Performance Appraisal System as a part of the requirements of* Masters of Business Administration program in Human Resource Management. I have been working in this organization as a Senior Executive of HR Department since 01st September'2016. It's a great opportunity for me to apply my literary knowledge in practical field. On the basis of theoretical and practical knowledge I prepared this report from three and half year's long Masters of Business Administration program and practical experience on Well Group of Industries Ltd.

Therefore, your kind cooperation will be highly appreciated to consider my mistakes in this report.

Sincerely yours,

Shamima Sultana
17264086
BRAC Business School
BRAC University
Date: - 26/09/2020

Acknowledgement:

Right off the bat, I might want to communicate my thankfulness to the Almighty Allah for helping me to wrap up with an extraordinary quality and the capacity to achieve my accountabilities as a Human Resource Business Partner. I am truly grateful to my consultant Dr. Akbar Ali Khan, Professor of BRAC Business School for his eager supervision during the readiness of my entry level position report. Other than I might likewise want to express gratitude toward Mr. Ripan Mia, as my hierarchical administrator. My gratefulness goes to the whole BRAC Business School for arranging this Internship Program as a required piece of scholarly reason, which empowers the joining of hypothetical information with viable beneficial experience. Ultimately, I am additionally thankful to all the individuals of Well Group of Industries Limited who helped me with their perspectives and encounters during the Performance Appraisal study to make this research paper an effective one.

Executive Summary:

As a piece of the Internship Program of Masters of Business Administration program at BRAC University, I have been allotted for doing an entry level position venture at Well Group of Industries limited. In Well Group, I have been doled out for finishing everyday HR exercises, for example, labor arranging, leave encashment, versatile bill investigation, CV screening, help with meet, etc.

Performance Appraisal System is a procedure of setting goals, building courses of action to accomplish the objectives and perfect results. Prizes and affirmation are the end period of this procedure. Associations use this system to assess the exhibition of an individual, a gathering, a limit and a while later the relationship as an aggregate power. Right now, whole usage structure is spoken to for the association Well Group. Well Group of Industries Limited turned over its excursion in Bangladesh in the year 1973. Execution evaluation is imperative to deal with the gifts in the association so they feel that they are being minded and they have the profession development openings. Right now, as applicants are not landing acceptable position then again associations are likewise not getting potential up-and-comers.

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List of Acronyms:

PA	Performance Appraisal
PMS	Performance Management System
PER	Performance Evaluation Report
APER	Annual Performance Evaluation Report
HRP	Human Resources Planning
HRBP	Human Resources Business Planning
HRM	Human Resources Management
Opex	Operating Expense
Capex	Capital Expense
KPI	Key Performance Indicators
HRA	Human Resources Accounting
HRIS	Human Resources Information System

Chapter-1: Internship Abstract

1.1 Information of Student :

Shamima Sultana

ID: 17264086

Program: Masters of Business Administration (MBA)

Major/Specification: Human Resources Management (HRM)

1.2 Internship Information:

1.2.1.

Company Name: Well Group of Industries Ltd.

Department/Division: Human Resource Department.

Address: RAOWA Complex, level-09, VIP Road Mohakhali, Dhaka-1206.

1.2.2 Supervisor's of this company :

Name: Md.Ripan Mia

Designation: Asstt.Manager, HR & Complaiance

1.3 Job Description/Duties/Responsibilities:

Job description, characterizes the instruction, preparing, experience, skills and gifts needed through the employee. The activity detail is crucial, on the grounds that the key piece of the activity specific, designed up toward the beginning is used in organized determination meet. The involved branch can facilitate to hour division for putting in the activity specific.

- Title of the position
- Department

It's an assessment of respective well consequence of an assortment of profession depends on consistent arrangement of employment and individual elements, like as aptitudes and skills

needed. Employment assessment is the method of social event and dissecting records about the substance material and the human necessities of occupations, as pleasantly as, the setting where occupations are performed. This procedure is utilized to choose situation of employments. The identification process in a dual future starts with the examination of the collection of job obligations and the individual commitment for the task. A set of working responsibilities and investigation of individual determination give the establishment to specifying the activity title and income size of the position.

- Make Analysis on utilization of portable bill.
- Aid enrollment process
- Keep up the workers' database.
- Getting ready arrangement letter for new workers.
- Normal updates the database if any progressions happen, for example, new enrollment, move data, etc.
- Overseeing leave and late types of representatives.
- Lead preparing assessment and to make examination report.
- Procedure workers' assessment and make synopsis of execution evaluation.

Basically the main job of mine was administrative work and HR related job. All types of billing, processing, comparative statement, all types papers update like tax papers, car papers, and insurance papers, fitness update, showroom visiting & monitoring, visa processing & ticket confirmation, refreshment purchase for office meetings and special guests, IFS entry & maintain, register maintain, all sorts of OPEX(Operational Expenditure) & CAPEX (Capital Expenditure), All sorts of approval & clearance from audit, finance, divisional director, monthly budget report, miscellaneous, types of MOU making, vendor handling, mail response, bill explanation and also some other works mentioned by the supervisor or the seniors. Those works I have performed in administration department.

In the HR related job I have worked here mainly performance appraisal, KPI (Key Performance Indicators), salary sheet or absent sheet maintain, mobile bill of all employees maintain, meetings arrangements, all types of occasion arrangements and gift preparation like one employee is leaving the company planning for that employee how to give him a proper farewell and also gifts. Arrange everything to treat him nice on that very last day. Or an employee who faced an unwanted situation like in duty time once an employee had a stroke so we another raised fund for him. Everyone visits him and also pray for him. And also, I did some other works to do from other department if I had free time.

1.4 Findings of Internship

1.4.1 Role of Fresher's

Fresher put up a good contribution to the company. The first thing they do that they divide some work and also put some pressure relief from their supervisor. As I am working at Well Group as a Sr. Executive, I noticed there is a lot of pressure of work load. Most of the Employees even don't have the time for their proper lunch or snacks. They just eat some food as quickly as possible and then again back to the work. There is immense work load and everyone is so busy with their daily duties. As they don't have extra employees or not have enough man power which they should have needed to run their organization.

As a HR officer at first, I handle all the bills section for that my HR assistant collect the bill copy then put it that on the register manually and software based both. Then I have to check them and take some signature from DD (Divisional Director), internal audit & finance. After taking the signature I have to process it for final submission and give this bill to finance department to prepare the check for the vendor payment. Then if the check is prepared, I have to put that data on IFS entry which is an ERP system. And then I have to get clearance for the IFS from internal

audit and then my check is ready and my bill process is done for one vendor. As Well Group is a huge name on market so they have hundreds of different vendors which all the bills I proceed. Then the ticketing and visa processing works and also the all types of company papers update, tax issue, and updates all types of paper submission I have handled it. Next is preparing the monthly budget report, OPEX, CAPEX report and all miscellaneous expenses I handled. After that arranging a meeting room, occasion arrangements this type's works I also have done in my primary service period.

When I was just an Executive I also prepared the mobile bills and also the conveyance list forms all the employees. I also did the work of employees KPI evaluation and their performance appraisal system. Company firstly gives a format to give self assassination to all the employees and after that the line manager will evaluate the key performance of the employees over the whole year. Each person may be approved for the increase or efficiency incentive or bonus upon finishing the assessment.

These are the main works I have worked there in my primary service period. This will help a lot to my supervisor. I am glad that I can put some pressure relief from his shoulder. As he is an Asstt. Manager of this company so he had to visit all the outlets and offices a lot. So it would be quite difficult for him to manage all the work during the office time period. Sometimes he had to look after other SBU's (Strategic Business Unit) of company. So in my work period I put some contribution towards the company and also helped my supervisor to ease some pressure from him.

1.4.2 Benefits to the Employee

We all know that Well Group carry a huge market name in corporate line. If anyone get the opportunity to work with that company he/ she can learn a lot. He/ She will know how a pressure situation can be handled, what is actually called a corporate world, how deals with clients and also how to do meetings. Basically it's a great opportunity for a fresher who wanted to learn and keen to learn about the corporate culture and also the management

system. It's a great chance to grow anyone career in that company. Well Group is a humongous name in job market and if you get tagged with this name it's easier for you to establish your career and also other companies will value you that you worked here that means we don't have to learn him/her as he/she worked with that organization.

1.4.3 Problems/Difficulties:

In every sector there are some drawbacks. Like that Well Group has also some. Here I put some of the difficulties below which I have faced during my period:

- Very few people are friendly, as I am new here so everyone should have welcomed an fresher cordially, which I haven't seen here.
- As a fresher it's normal that I have no knowledge about corporate world, culture, system that how an office run. So it's the duty of all the seniors to make me comfortable as I am a new joiner, which is missing in Well Group.
- Some seniors shows their designation power to the junior employee.
- One of the main problem I have faced ever that I sit my desk all day long without any work, everyone thinks I am new so I can't do that but the thing is at some point everyone was new like me. After passed the time they are now the bosses, line managers of a department.

So I didn't get proper chance to improve my performance when I was fresher.

1.4.4 Recommendation:

In my learning period I faced some issues and I want that if Well Group focus on that points then next fresher have the chance for getting a better experience here. Some are:

- It would be very nice if everyone welcomes him/her with a smile & cordially response.
- Seniors should make him/her comfortable as they are the new joiners.
- Designation power or showing authority to a new joiner makes a bad impression bout the seniors and also the company.
- Give that fresher or new comer enough time to learn new things, strategies, negotiation power, handle clients, meetings and etc. If he/she didn't get the enough time and effort from the seniors then they can't learn properly in their duration of time.



**Chapter-2: Abstract, Operations & Strategic Audit
of this Organization**

2.1 Introduction:

Regular review of an employee's job performance is called performance appraisal. Performance Appraisal is an annual review of an employee basically annual review depend on periodic assessment of an employee. Evaluation of an employee's performance monthly and half yearly will affect in annual review. This System will help to improve employee's skill and give a strong feedback of an employee to organization. Based on Performance appraisal system, company or organization can take decision of Promotion/Increment/Bonus/Termination of their employee and it will thoroughly justify any regular or special pay increase and bonus. Reviewing their progress/ Following performance appraisal, organization can decide on which employee has contributed most for the company they will be rewarded.

Every Company have limited fund for rewarding employee or pay bonuses. Performance appraisal allocate those fund properly and in a technical way. This system also helps the company managers to create plan for Organization and increase responsibilities or additional training for an employee.

2.1.1 Objective:

The main objectives I have found some given below-

- Study the Performance Appraisal for Well Group.
- To assemble the feedback of appraiser and appraise about the current Performance Training strategy.
- To make suggestions, based on worker reaction and other data gathered with a dream to build up the presentation the board framework in the association.
- To amass the feedback of appraiser and appraisal about the present Performance Training technique.
- To examine and watch the ampleness of present Performance Appraisal procedure being followed in Organization.

2.1.2 Methodology:

This temporary position report objective is to consider the worker's presentation the executive's framework in Well Group Limited. Data will be gathered through sorted out survey of poll, center gathering conversation, association visit, bunch meeting and coordinated gathering. Data will be gathered from Human Resource Department.

- With the theoretical thought a couple of representatives will be met with specific study to know their level of satisfaction of execution the executives. The members of this review will react to some close finished inquiries. These readied questions will subsequently find the satisfaction level of the members on their activity.
- In the wake of social affair their musings through the survey, some open finished inquiries will be posed for possess cognizance of the surveyor. This will be trailed by some formal and easygoing conversations.

2.1.3 Scope:

- To study natures of the representatives towards the exhibition the board that I have picked a few workers who can speak to the whole representatives of the association.
- This job depends on the presentation assessment method present in the association. It additionally sanitizes the constant results in the association. It shows a portion of the focal points and impediments of the current development.
- This learning contains the complete subtleties of plant level staff and the top to bottom depict of appraiser and evaluate relationship and the significance of the whole examination structure in the organization. The exploration depended on the investigation of the various methodologies of the workers towards execution the board framework. To comprehend the method appropriately, essentially, I considered the exhibition the board framework where I found that the presentation the executives' framework is done every year.

2.1.4 Limitations:

- Learning on execution the executive's framework needs part of research which included colossal expense so absence of reserve was likewise one of the significant constraints.
- Maximum were not learned with the entire arrangement of the presentation the executive's framework.
- Analyzing on execution the board framework needs parcel of research which included gigantic expense so absence of store was additionally one of the significant impediments.

2.1.5 Significance:

Surveying the person's exhibition, gatherings and associations, is considered as a typical demonstration in all general public. While in specific cases these assessments structures are sorted out and authoritatively approved, in various events they are an easygoing and fundamental bit of everyday exercises. Henceforth the instructors survey the exhibition of understudies, investors assess the presentation of leasers, guardians assess the conduct of their kids, and each individual, purposefully or inadvertently, evaluate our own activities every once in a while. Performance Appraisal System is a method for surveying the exhibition of person's in the work place.

Implementation here states to the degree of accomplishment of the duties that create a person's activity. It shows how well an individual is achieving the activity request. Every now and again the term is confused with effort, anyway execution is continually assessed dependent on the outcomes and not exercises.

An introduction assessment is a consistent general and occasional system that assesses an individual worker's activity execution and gainfulness in association with certain pre-developed criteria and association's objectives.

In the present outcome, HR is to be considered as a noteworthy asset of the association and the significance of HR is extremely remarkable to the association. The association ought to understand that the quality of HR is a higher need than the specific and structure ability of the association. The contenders can have a mighty edge by having the course on execution evaluation and the board framework. It might be said that the point of view of association is to achieve the developed goal of the association and the work power to adapt right now.

This temporary position venture speaks to about the Performance Appraisal System which is followed in Well Group. This undertaking moreover depicts the issues looked by the surveys and the appraisers right now. It moreover explains about the techniques taken by the appraisers to improve the exhibition of the reviews with the target that their capacity can be broadened and later the prizes and attestations are given as progressions, moving forces and foundations.

This root level position paper depicts about the Performance Appraisal System which is followed in Well Group. This undertaking also speaks to the difficulties stood up to by the assesses and the appraisers right now. It moreover clarifies about the methods taken by the appraisers to improve the exhibitions of the appraisal so their adequacy can be extended and later the prizes and affirmations are given as advancements, motivating forces and strengthening.

2.2 Overview of the Company:

Well Group started its Journey in 1973 with 40 employees. From a very small yarn factory, in a span of 45 years now this is one of the largest conglomerates with 18 industries.

Today Well Group employs more than 18,000 people in its integrated production units, located in a 10,00,000 sqft indoor facility. Well Group is not only committed to its activities in the textile market, but in the recent past has also expanded its wings to the food, hotel and real estate sectors. Well Group currently has 14 manufacturing facilities including a food court and a 3-star hotel.

With a cotton and poleyester yarn capacity of 400 MT per month, Sanzi Textile Mills Ltd is fitted with soft cone winders supplied by Galvanin with 5 Kg to 2000 Kg batch dyeing capacity.

Well Threads branded Industrial Stitching and Stitching Thread is its flagship product manufactured by Sanzi Textile Mills Ltd Supported by its spinning, twisting and dyeing units and its capable of producing more than 30 million commercial sewing thread cones and more than 5 million thread cones per year.

In 2010, Well Group invested under the name Well Mart Ltd (Textile Unit) in the Spinning sector. With approximately 16,000 spindles of spinning units, Well Mart Ltd is able to produce approximately 300MT of Spun Polyester Yarn of various counts, from 50s to 20s, per month. Spinning system is fitted with Japanese roots, Toyota Draw Frame to ensure the development of high quality yarn.

Well Group is one of the largest RMG's exporters in Bangladesh RMG sector. It has six separate production units and produces 20 million pcs of RMG per year.

In 2004 the Company stepped into a whole new area of business. Well Food Limited started its Journey with cakes, pastry, bakery & Sweets. After two years of its inception Well food started its food chain in Chattogram and from 2013 in Dhaka city with a mission to provide affordable quality food in a hospitable environment.

2.2.1 Mission:

Make positive commitments to the practical improvement of our general public. Give new encounters to our clients with inventive items and administration greatness. Improve partner an incentive by utilizing the Alliance. Act earnestly as a confided in organization.

2.2.2 Vision:

Well Group desire to put up huge contribution for the the society and run their business with excellence by creating new standards for developed and developing markets.

2.2.3 Slogan:

Local Brand Global Quality

2.2.4 Values:

- Keep learning
- Think out of the box
- Leadership
- Mutual Respect
- Passion to Excel

2.2.5 Principles:

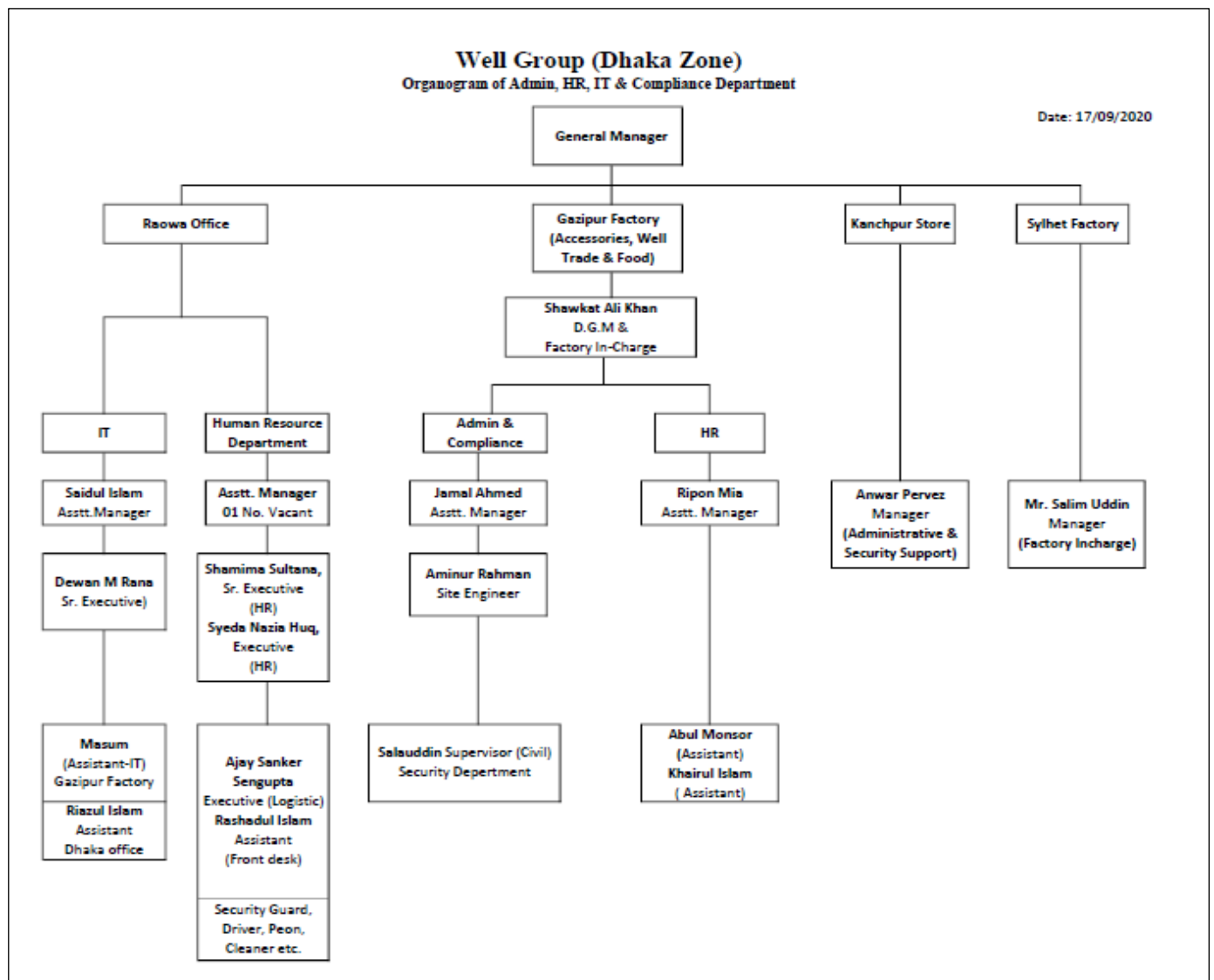
Well Group has three principles.

- Keep up standards of straightforwardness and receptiveness, leading business with trustworthiness and decency.
- Extend business, in view of a comprehensive worldwide viewpoint.
- Endeavor to improve society, both really and profoundly, while contributing towards the protection of the worldwide condition.

2.2.6 Wings

- Spinning & Thread
- Garments
- Accessories
- Food
- Hospitality
- Real Estate

2.2.7 Organogram:



2.3 Key Performance Indicators:

Key performance indicators for regulatory undertakings comprise of overseeing work force documents and remaining concentrated on division ventures till consummation. Managers watch that association outlines are right and modern, that worker documents don't contain data denied by law, that appropriate endorsements show up on change request arrangements and that the HR partner has effectively taken part in staff gatherings. HR partners who fulfill these guidelines are satisfying the organization's target to have representatives fill in as a group.

- **Employee Orientation:** Helping fresh recruits change in accordance with the organization requires HR collaborators to orchestrate direction courses and inviting occasions, train workers on the organization's intranet and tell them the best way to discover answers to inquiries regarding finance and advantages. Managers affirm execution by watching that every recently recruited employee have marked the association's set of principles and have finished legitimately required preparing. Colleagues who acceptably play out these on-boarding obligations help bolster endeavor targets of worker improvement.
- **Compensation:** Key performance indicators for pay measure an associate's endeavors to help process finance productively and precisely. Administrators check draft reports for right additional time, paid wiped out leave and excursion computations. Colleagues must show a comprehension of the organization's pay strategy, a benchmark toward conforming to the association's worker inspiration objectives.
- **Employee relation:** To reveal to them whether a collaborator is assisting with advancing the cooperation soul among representatives, directors search for proof in the working environment condition. Staff individuals' ability to help out one another and with director's exhibit that colleagues are supporting the office's responsibility to improving representative relations.

2.4 Financial Performance & Accounting Practices:

Human Resources and bookkeeping are both essential zones in many organizations, yet they frequently work in storehouses, working autonomously. In any case, an ever-increasing number of organizations are understanding this training needs to change, and there's a developing acknowledgment of the basic job that workers play in the money related achievement or disappointment of an organization.

2.4.1 Human Resources Accounting (HRA): Unique in relation to customary bookkeeping frameworks, Human Resource Accounting effectively quantifies the expense and estimation of the most significant resource an association has-Human Resources. In view of the targets, the strategies for Human Resource Accounting are comprehensively arranged into two unmistakable branches-Cost based models and Value based models. In the accompanying segment of the article, apparatuses and procedures of every classification have been definite mirroring the possibilities and difficulties of them at whatever point applied by associations.

- **Recruiting Cost:** Recruiting Cost is the normal measure of cash you spent on making a recruit. This measurement is valuable when you are making or following your enrolling spending plan. cost per enlist incorporates all the expense related with filling a position, regardless of whether inward, (for example, worker referral motivating forces, enrollment programming charges, and so on.) or outer, (for example, promoting costs, selecting occasions costs, migration costs, and so forth.).
- **Absenteeism Rate:** The absenteeism rate is a key proportion of hierarchical wellbeing and prosperity. Regardless of whether you measure it for the whole association or an individual, realizing the specific nonattendance rate will help shape intercessions. To ascertain a non-appearance rate, from the start I need representative nonappearance information. This nonappearance information ought to in any event contain the quantity of days an individual were missing and the dates related with that nonattendance and furthermore need the quantity of accessible workdays in a given period.
- **Return of Investment (ROI):** Return of Investment (ROI) is a proportion between net benefit (over a period) and cost of speculation (coming about because of a venture of certain assets at a point in time). A high ROI implies the venture's benefits contrast well with its expense. ROI is utilized to assess the effectiveness of a speculation or to think about the efficiencies of a few diverse investments.

2.5 Types of HRIS:

- Core HR (Core HR is an umbrella term that implies the fundamental elements of a HR division; the essential information caught about representatives; and the product used to oversee essential HR forms).
- Absent Management (Non-attendance the board is tied in with lessening worker non-appearance through approaches and strategies.)
- Benefit Administration (Advantages overseers are human asset experts who aid this endeavor by keeping workers educated about their advantages, including medical coverage and retirement plans. Experts with a wide scope of business aptitudes will approach the best open doors in this serious field).
- Development & Training

2.5.1 Components of HRIS:

- Time & Labor Management (Time and Labor Management Solutions conveys mechanized time and participation programming frameworks and workforce the board benefits that assist associations with controlling finance costs and boost profitability).
- Database.
- Employee Interface (The worker interface trades representative information, for example, asset Name, Address, Identification Number, dates of business, Relationship to Organization, and Primary Work Assignment, among other information).
- Payroll Function

2.6 Industry and Competitive Analysis:

Fast improvements in the worldwide economy, including privatization, advancement, and globalization, have applied incredible weight on associations to adapt to changes and receive upper hands to accomplish endure and proceed. Accomplishing an upper hand for these associations no longer relies just upon potential and material assets yet additionally depends vigorously on HR and how these individuals separate themselves in the working environment.

Human asset the executives inside an association is characterized by the particular structure and systems at play to stay serious among comparative organizations in on-boarding and holding representatives. Everything being equal, this ordinarily means: Networking and head chasing top ability.

Competitive advantages factors allowing a business to manufacture an equivalent value product at a cheaper price in a more attractive manner. Such requirements allow the competitive to produce greater revenue or higher profits than its competitors in the market.

2.6.1 SWOT Analysis of Well Group Limited:

SWOT investigation is the most critical organization instrument used to accomplishing progressive objectives. SWOT is shortened forms that speak to quality, shortcoming, openings and danger. Quality and shortcoming are affiliation's internal factor and openings and risk outside factor of the affiliation. An affiliation can alter or improve the inward factors anyway the affiliation can't change the external factors as it depends upon feature and various obstructions.

Strengths: In SWOT investigation most critical part is quality. With the quality association make their future course of action and run the association in like way. Associations' quality is brand esteem acknowledgment in the market. The fundamental nature of Well Group is characterized underneath.

- **Product Quality:** They always try to sell the best product to the customers. They bring all the ingredients for food and thread from China, Japan, Korea and many others country. They are very serious about their product quality for all concern. Well Group doesn't compromise about their quality and services. Well Food is one of the renowned companies among all the food company.

- **Brand Value:** Well Group has a huge brand value in all section. The Prepared Made Pieces of clothing Unit of Well Group is one of the biggest exporters in Bangladesh's RMG segment. Beneath 6 partitioned generation units, Well Group produces 20 million pcs of RMG per year. Well Group has contributed in its unused wing to create garment-packaging items such as Cartons, Poly sacks, and Holders in 2006, beneath the title of WELL ACCESSORIES LTD. It also operates the largest food chain. The require for foundation and lodging improvement in our nation actuated the foundation of the Well Real Estate Division and now it holds one of the greatest brand values in market.
- **Strong Stakeholders:** One of the foremost essential qualities of Well Group is post on accomplice. Well Group holds the rope immovably. They donate backing and administration to the accomplice to form them cheerful and in charge.

Weakness: Inadequacies are the characteristics, which can be unsafe or put a negative effect on the affiliation. There are a handful of shortcomings have been found which may influence contrarily and on the off chance that they are acknowledged, it'll anticipate a fundamental movement to pick up the association's ground.

Bottom Lines of Goods: Well Group inadequacy is lower item advertising. Well Group's competitors include a immense line of things. They can bargain an thing at lower taken a toll in any case Well Bunch doesn't have that line of thing to bargain an thing in lower cost.

- **Media Coverage:** It's a major drawback of Well Group limited of media coverage. Maxim Well Group people will know things by their administration and quality and it truly work however at this point we are in 21st century where everything must be disseminated through media. People don't consider Well Group if they don't appropriate them.

Opportunities: Saying of Well Group is individuals will know their organization and quality and it really work anyway now we are in 21st century where everything must be dispersed through media. Individuals don't consider Well Group in the event that they don't proper them.

- **Untouched Market:** Among the most modern manufacturing companies for sewing thread in south Asia well group's annual turnover is US \$100 million. Well Thread is one

of the largest selling brands not only in Bangladesh's RMG sector but also being exported to Turkey and Sri Lanka where sewing thread capacity is 30 million cones and for embroidery it is 5 million cone.

- Bangladesh isn't a very big nation that's why a lot of chances stay there. There is some perfect market in Bangladesh. So in this industry have fundamentally progressively opportunity to clutch these immaculate market. As market goes uncertain & untouched so there is a huge chance for Sewing industry to grow up and also has a huge chance for establishing new ones.

Threat: Dangers are outside sections, which can be ruinous for the association. All of the association must think about their potential dangers. If the dangers can be endured, it will be changed into uncommon chances. The dangers of Well Group of Industries Limited are delineated underneath.

- **Retaining Workers:** In the association, there are bunches of representatives who are talented in particular division, business office, and recuperation office and advertising and deals office. New associations are giving such a noteworthy number of thoughts to the talented workers to join their association by leaving Well Group. Along these lines, it might be a hazardous issue for the association.
- **Changes in the Business Network in Bangladesh:** Now-a-days Business changes a lot. People now afraid to buy food because of Covid-19 and because of that they are not in festive mood so fabrics and textile industry is in danger. Environmental changes can be harmful for food business in Well Group.

2.7. Conclusion:

I joined Well Group in September, 2016 as a HR executive in two crew's team headed by the Executive director. But in a period of one year, he resigns and after few months, another colleague submitted her resignation letter leaving me as one-man army in HR and Administration department for the group of 3000 plus employees. So I had to learn quickly how to respond in different critical situations. I strengthened my communication with legal wing to formulate the HR policy in accordance to the law, started visiting factory more frequently to be acquainted of production process of yarn, fabric and food. I eye-witnessed the transformation of well food, sometimes played role in the transformation as I am responsible being the HR Officer for smooth HR Management. I have gained hands on training on resource mobilization both human and materialistic, captured necessary legal obligation for Food Company and more

importantly the transformation process examined my utmost capabilities to be a solo HR official of a group of 18 industries.

2.8 Recommendation:

- Shortage of employees. Sometimes employees have to handle the other SBU's work. Some businesses are not that much in a good position so employees of Well Group has to get time for other units also within this work duration period.
- An employee has to look after other SBU's work but for this they didn't get any extra wages or they didn't get any types of bonuses or remuneration for that.
- Time duration is a great problem. As mentioned earlier employees has to work for other SBU's work. So it's quite impossible for a person to finish his/her daily work within eight hours. So that employees has to stay in office at least ten to eleven hours a day which is a very pathetic scenario for an employee.
- Too much workload. If you want to get some time for yourself or your family you can't get it. Because sometimes an employee has to look after three or four SBU's work. So that person basically doesn't have any personal life.
- As per workers, association doesn't survey the need of representatives and as needs be act that. Larger part of representatives are fairly fulfilled and emphatically disappointed with this announcement and not many are fulfilled. Numerous workers are out of nowhere moved to other SBU without being concerned and get the chance to be presented with new obligations. Every now and again their bosses are being changed for what they confronted irregularity in their duties and it likewise at some point impacts on examination moreover.
- Most of the employees are not happy about the promotion policy or increment policy or bonus system. The main fact I noticed that some are promoted only because they are the favorites of the line managers. Some doesn't get promotion because they don't buttering their bosses.
- Mostly working people are male. A really female works in Well gather. So rise to opportunity or value is an issue which ought to take note by the management.

Chapter-3: Project Part: Title of the Project

3.1 Introduction:

Performance Appraisal System is the method by which administrators improve the exhibition of their workers by utilizing their ability to redress, discipline as fitting. Execution is understood as achievement of the association regarding its set goals. It fuses results achieved, or accomplished through responsibility of individuals or gatherings to the affiliation's crucial goals. Performance Appraisal System, the board structures, which consistently consolidate execution assessment. Execution evaluation is the way toward getting, investigating and recording data about the relative worth of a representative. The focal point of the exhibition examination is estimating and improving the genuine exhibition of the employee. Its point is to quantify what a worker does.

Execution examination is described as the route toward assessing the presentation and progress of an employee or a gathering of representative on a given activity and their potential for future improvement. It involves each and every customary framework used in working affiliations and capacity of agents. Performance Appraisal rates the workers regarding their presentation. Execution evaluation considers the past exhibition of the workers and spotlights on the improvement of things to come execution of representatives.

3.1.2 Objectives:

Advancement approaches centers around inside individual choices, singular possibilities and enhancing the representative as opposed to on their present abilities and capacities. The methodologies will in general connection execution with preparing, advancement openings or potential outward rewards. This approach helps the worker in knowing his capacities and exhortation on the best way to investigate his concealed capacities. Completely, the evaluator assumes the job of a direction and advocate. Fundamentally, the association needs to decide the advantages it can collect from upgrading the worker's shrouded possibilities.

- To give the criticism to representatives in regards to their past presentation. Give data to aid the other individual data in the association.

- To survey the presentation of workers over a given timeframe.
- To decrease the complaint of the workers.
- To analyze the qualities and shortcoming of the individual to recognize the preparation and advancement needs of things to come.
- To pass judgment on the viability of the other human asset capacity of the association, for example, enlistment, determination, preparing and advancement.
- To recognize the characteristics and weaknesses of laborers to put right men on right position.
- To recognize the characteristics and weaknesses of laborers to put right men on right position.

In the event that representative's advancement is required for execution improvement, at that point taking care of these exhibition issues ought to be straight forward with away from of main drivers. Potential methodologies incorporate charging the workplace, better prioritization of clashing needs, time off, extra preparing, shadow or mate framework, tutoring or training, changing group condition or set target, etc.

3.1.1 Significance:

The exhibition evaluation helps the confidence of the representatives and propels them to work more towards accomplishing the objective of the association. Execution surveys and evaluations help to examine a person's exhibition and how the individual representative's job will influence group execution.

3.2 Methodology:

Various techniques have been formulated to quantify the amount and nature of execution examinations. Every one of the strategies is compelling for certain reasons for certain associations as it were. None ought to be excused or acknowledged as suitable aside from as they identify with the specific needs of the association or a representative.

Extensively all strategies for examinations can be partitioned into two distinct classifications.

- Front Oriented Methods
- Forward Oriented Methods

Front Oriented Methods:

- **Forced Form of Preferences:** The arrangement of explanations organized in the squares of at least two are given and the rater shows which explanation is valid. The rate is compelled to settle on a decision
- **Type of Expense Account:** Here execution is assessed from the fiscal returns respects their association. Cost to keep representative, and advantage the association infers is found out. Consequently it is progressively needy upon cost and advantage examination.
- **Essay Trend:** Right now rater records the representative depiction in detail inside various general classifications like, by and large impression of execution, advance capacity of representative, existing abilities and capabilities of performing occupations, qualities and shortcomings and preparing needs of the worker. Bit of leeway – It is incredibly helpful in recording data holes about the workers that regularly happen in a superior organized agenda. Hindrances – It it’s exceptionally reliant upon the composing aptitudes of rater and the greater part of them is bad authors. They may get befuddled achievement relies upon the memory intensity of raters.

Sample of Staff Assessment Form [Descriptive Essay Type]

Staff Appraisal	
Name	Job Title
Department	Date of Review
Age	Years in present job
Section I Appraisal Of Performance	
Note to Appraiser	
1. Appraisal must cover the period of the preceding 12 months	
2. Consideration to every function & responsibility of the job	
3. An objective factual assessment of an employee's improvement or deterioration	
Section II Promotability & Potential	
Promotability	
1. Promotion now	
2. Within 2 years	
3. Within 5 years	
4. Unlikely to qualify for promotion	
Section III Career Development	
Section IV Notes on Interview with employee	
Section V Comments on & Endorsement by Reviewing Authority	

- **Power Distribution Force:** Representatives are bunched around a high point on a rating scale. It is accepted that the presentation is fit in with ordinary dispersion. Points of interest – Eliminates Disadvantages – Assumption of ordinary conveyance, unreasonable, mistakes of focal propensity.
- **Scales Scores:** Rating scales comprises of a few numerical scales speaking to work related execution measures, for example, trustworthiness, activity, yield, participation, mentality and so on. Every scale ranges from superb to poor. The all out numerical scores are registered and last ends are determined. Favorable circumstances – Adaptability, simple to utilize, minimal effort, each kind of occupation can be assessed, enormous number of representatives secured, no conventional preparing required.
- **Behaviorally Anchored Rating Scale Method:** It targets joining the benefits of story fundamental events and assessed examinations by secures a deliberate scale with unequivocal record occurrences of good and dreary appearing.

Forward Oriented Methods:

- **Physiological Evaluation:** These examinations are increasingly coordinated to evaluate representative's potential for future execution instead of the previous one. It is done as inside and out meetings, mental tests, and conversation with bosses and survey of different assessments..
- **Assessment Center Method:** An Appraisal Center is a central zone where troughs may get together to have their interest in business related exercises evaluated by means of arranged spectators. For the most part used for authentic contracting, evaluation focuses are at present being used for surveying directors or supervisory potential.

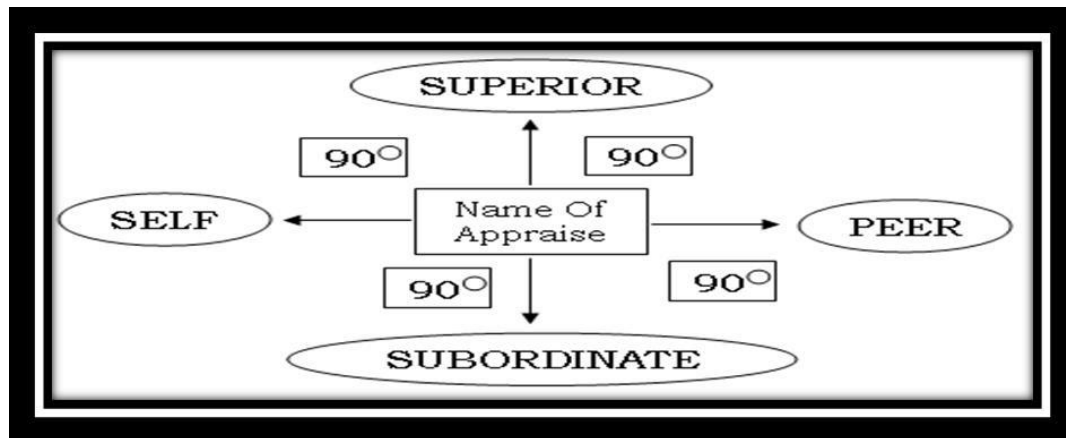


Figure : Full Circle Dimension & Control by goals

■ **Control by Goals:** That means controlling by goals and success is measured against achieving the targets specified by management. This method as follows-

- Building the minimum value
- Fix new priorities and plan
- Set forward new goals and expectations for each subordinate
- Comparison with real results with executive expectations

3.2.1 Purpose of Performance Appraisal:

- Authentication of fatigued presentation
- Work force Decision-Making
- Singular Rewards
- Future Goal Commitments
- Input for Sub-Ordinate

3.2.2 Benefits of Performance Appraisal:

- **Compensation:** Execution Management helps in chalking out compensation bundles for workers. Execution rating is possible through execution evaluation. Execution examination endeavors to offer worth to a display. Compensation bundles which consolidate reward, huge compensation rates and extra points of interest, recompenses and pre-necessities are dependent on execution assessment. The criteria ought to be merit instead of status.
- **Developing Workers:** The systematic procedure of execution assessment makes the managers plot planning techniques and ventures. It serves to study strengths and shortcomings of representatives with the objective that new openings can be expected for gainful workers. It in like manner helps in surrounding future improvement programs.

- **Promotion:** Performance Appraisal System urges the administrators to chalk out the improvement programs for capable agents. Right now, workers can be ousted or minimized in such circumstances.
- **Communication:** For an association, effective correspondence among representatives and businesses is critical. Through execution assessment, correspondence can be searched for in the accompanying habits:
 - The subordinates can in like manner fathom and make a trust and trust in managers.
 - It develops the soul of work and lifts the certainty of representatives.
 - Through execution assessment, the organizations can grasp and recognize aptitudes of subordinates.
- **Selection of Validation:** Execution Evaluation urges the bosses to grasp the authenticity and criticalness of the choice procedure.
- **Motivation:** This appraisal system motivated a person or employee and it's a very important category because motivation can influence an employee.

3.2.3 Present Quality Evaluation Process at Well Group of Industries Limited:

Evaluating the activity execution of employees' different formative apparatuses utilized for all round advancement of the worker and the association in Well Group. Here the appraisal has been done yearly and during the hour of execution assessment gives all the assessment structure to the workers for assessment information or score.

- **Carry out Performance Reviews & Gather Data:** Information for the types of every worker is gathered, and the way toward gathering structures from the representatives and their immediate administrator is followed-up, inside the predetermined time limit. In light of certain goals which are concurred between the chief and worker, execution measured. typically there will be 6-8 obviously characterized quantifiable targets (cost, time, quality and amount).
- Build up a perpetual record of the representative's work history that is as straight-forward and objective as could be expected under the circumstances

- Encourage correspondence of all parts of execution between the worker and the administrator
- Fill in as a reason for building up pay rates in the Well Group pay-for-execution framework To fuse objectives for meeting the worker's vocation advancement plan
- **Place Target Performance Evaluation:**
 - Subject performance review
 - Assessment deadlines
 - System of collecting data

Establishments of execution assessment by estimating destinations and results This instrument includes setting the targets to be accomplished by the representative toward the start of every assessment period and tail them up to guarantee accomplishing them. The establishments of execution assessment as indicated by the board by results & destinations:

- Destinations are controlled by the immediate boss in concurrence with the worker.
- Targets are resolved toward the start of every year. It is conceivable to set destinations for over one year, given that accomplishment rates and the ideal outcomes for every year are resolved.
- Worker's undertakings and obligations, as characterized part of his expected set of responsibilities.
- **Disseminate Method of Assessment:** Representative execution assessment includes disseminating assessment structures to coordinate bosses and the workers, and the intermittent audit of execution assessment framework and structure to guarantee proficient usage.
- **Comments & Directions:** I found some shortcomings in the performance assessment process-

- Criticism is a stage of execution assessment process; if workers don't get any input on their presentation, they get demoralized, here consistently numerous representatives don't get their criticism on their exhibition.
- Another issue with the present framework is; representatives get advancement or addition on their exhibition, however as indicated by me as opposed to giving advancement or increment, performance reward or augmentation dependent on worker execution would be progressively productive for the association.

3.3 Findings & Analysis:

- Execution the board is the procedure by which Well Group assesses work execution. The organization assess through IPR (Individual Progress Review). All the office chief asses and rating their individual departmental representatives and afterward submit to the Human Resources Department, Head of HR survey all the IPR altogether and outlines the rating of IPR office astute. At long last the IPR submit to the Managing executive to give his remarks and rating. Execution evaluation is directed once per year.
- HRD (Human Resources Department) recognize the organization workers singular profession objectives (what they need to do straightaway) and decide the ways to those objectives (what advancement and presentation they should arrive). HR Department efficiently estimates the association's future interest for and supply of workers. By assessing the quantity of workers that will be required, the HR office and all chief improve plan individuals' enrollment, choice, preparing and profession arranging.
- Giving the advancement administrations and regulatory help everywhere throughout the association is another significant duty of the HR Department.
- HR Department keeps up the contact with the worker relationship for the association. For any help from an outsider, other division talks with the HR office and request proposal. It has a rundown of associations with whom they keep up the contact. HR Department supports worker correspondence and assembles a beneficial group power.
- Well Group carefully screens the participation of their workers. They utilizes finger scanner machine to gauge participation of the employees. This way missing and present employees are appropriately arranged. The individuals who are available, there time of

entering the workplace is likewise recorded which the HR supervisor later on downloads in an exceed expectations documents and keeps up on month to month premise.

- HR likewise keeps a record the individuals who are applied for leave or who are in leave. The employees will be eligible to the leave offices as indicated by the standards of the organization. Hr trough screen all employees leave track record and keep up an exceed expectations document. Representatives can benefit 10 days of easygoing leave and 14 days of debilitated leave considering the person is a perpetual worker of the association.
- HRD (Human Resources Department) recognize the organization workers singular profession objectives (what they need to do straightaway) and decide the ways to those objectives (what advancement and introduction they should arrive). HR Department deliberately conjectures the association's future interest for and supply of workers. By assessing the quantity of representatives that will be required, the HR division and all administrator improve plan individuals' enlistment, choice, preparing and profession arranging.
- Among the non-money related advantages, Celebrating birthday events and extraordinary events with the workplace associates and giving all the best is a perception in each association. In such case, HR branch isn't falling behind to arrange all those events. Masterminding an occasion for that individual is a broadly utilized ramifications and HR Department guarantees everybody's investment in the festival.

3.4 Summary & Conclusion:

It is difficult to give an absolute remark in the wake of driving an investigation inside such a compelled time length. At any rate with the diagram assessment it might be said that, the assessment game plan of Well Group, is a forefront and all around worked out system with a little chance to improve as it were. There is a mixed tendency existing in the affiliation, the raters feel the system is very where as others feels it could have been something else. The foggy zones of the structure is perceived in the investigation, at whatever point taken thought, the system will be a strong one and people of Well Group will be progressively satisfied finally contribute better in achieving the corporate target. A critical number of the issues about the presentation assessment structure are known to senior organization. They are intentionally considering revealing certain upgrades similarly as assessment structure. The change will be solidified by the best in class scarcely any years.

Performance appraisal is a human asset methodology by which the associations choose how suitably the workers are playing out the movement. It happens basically for authoritative specialists with the ultimate objective of perceiving deficiency and characteristics similarly as open entryways for improvement and aptitudes progression.

3.5 Recommendations:

Ensuing to having examined the data, it was seen that basically there was no standard assessment in the affiliation. To be a convincing gadget, it must be on the constant reason. This is the thing that has been referenced again and again in the report, as, without congruity, it transforms into a redundant exercise. Before truly picking drafting, what should be the kind of assessment the going with things to be managed.

- It should be seen that the assessment structure for every movement position should be unmistakable as every occupation has assorted data and fitness necessities. There should not to be an ordinary assessment structure for every action position in the affiliation.
- As indicated by the assessment system in a huge part of the cases only the chiefs of a particular agent survey his/her subordinate's show and in this technique biasness can occur.

- The general concept of execution assessment should be advanced all through the affiliation. But in the event that this is done, people would not recognize it, be it how basic to the affiliation.
- Further, at the hour of assertion in like manner, the assessment structure should not instant duplication of any information. Or maybe, point by point assessment of the delegate's work must be done – which must joins both the business related similarly as the other individual characteristics that are huge for work execution.
- The time length for coordinating the assessment should be refreshed, with the objective that the action transforms into a relentless miracle.

Ideally in the current day circumstance, evaluation should be done, taking the viewpoints on all the concerned social affairs who make them bear on the laborer. Regardless, since a change in the system is required, it can't be an extreme one. It ought to be moderate and an alteration in the mentality of both the laborers and the head is required.

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