

The managerial performance appraisal process
of Dhaka Bank Limited: A review.

Internship report On

The managerial performance appraisal process of Dhaka Bank Limited: A review.

Submitted By

Md. Hasib Ullah

Student ID: 17264111

An internship report submitted to the Graduate School of Management in partial fulfillment of the requirements for the degree of Master of Business Administration

Graduate School of Management
BRAC University
July 2021

Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all the main sources of help.

Student's Full Name and Signature



Md. Hasib Ullah

Student Id:17264111

Supervisor's Full Name and Signature



Dr. M. Nazmul Amin Majumdar

Professor (Adjunct)

Graduate School of Management (GSM)

BRAC University

Letter of Transmittal

Dr. M. Nazmul Amin Majumdar

Professor (Adjunct) Graduate School of Management (GSM)

BRAC University

Subject: Submission of Internship Report on “**The managerial performance appraisal process of Dhaka Bank Limited: A review**”.

Dear Sir,

With due respect, this is my pleasure to present to you my internship report entitled “**The managerial performance appraisal process of Dhaka Bank Limited: A review**”. I have conducted my internship program under your close supervision and I believe that the knowledge and experience I have gathered during the internship period will be helpful in my future professional life.

I have attempted my best to finish the report with the essential data and recommended proposition in a substantial compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,



Md. Hasib Ullah

ID: 17264111

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Dhaka Bank and the undersigned student at BRAC University Student named Md. Hasib Ullah.

Acknowledgment

At first, I want to give a lot of thanks to the almighty Allah who gave me the capability to do the work. I am also grateful to my parents.

I want to express my very special thanks to my respected supervisor Dr. M. Nazmul Amin Majumdar and my co-supervisor Ms. Parveen Sultana Huda. The report title is “The managerial performance appraisal process of Dhaka Bank Limited: A review” has been prepared to fulfill the requirements of an MBA degree. I am very much fortunate that I have received practical and sincere guidance, supervision, and cooperation from various persons while preparing this report. My supervisor and co-supervisor gave me the opportunity of preparing this report and for their supervision. My supervisor Mohammed Yousuf Hossain (Assistant Vice President) at Dhaka Bank Limited helped me a lot by providing necessary information on the bank. I have no hesitation to say that without his supervision, I could not be able to complete the report efficiently.

Executive summary:

Performance appraisal is a key component of HRM Departments; almost in every organization and one of the most vital responsibilities for Human Resource Managers. The focus of this research is in the area of performance appraisals system for a company in the Banking sector. The research study has been conducted to determine the effect of performance appraisal on employee productivity at Dhaka Bank Limited. The research design of this internship paper is descriptive. The study adopts a survey methodology and used a self-administered questionnaire to gather data from employees. Out of 52 employees of Dhaka Bank Limited Board Bazar Branch only 36 employees were chosen in a stratified method as a sample size. Correlation and multiple regression statistical tools were used for data analysis.

This is descriptive research. The research has assessed the managerial performance appraisal process on employee productivity at Dhaka Bank by using two types of data collection processes for collecting the information regarding the topic. During the primary data collection process, the researcher has surveyed some of the employees of Dhaka Bank Ltd. to identify the more accurate result. For secondary data, the researcher has collected information from books, journal articles, company websites, and other publications. The researcher has faced some limitations in collecting data due to the COVID-19 situation in the country. Another difficulty that I have faced during the internship report period is the time limitation, though I have learned a lot of things during my research period.

The study found that goals and objectives setting, performance rewards are given to employees, and performance appraisal feedback, etc. factors all influenced employee productivity. My study found that set goals motivate employees to achieve the target, rewards given to employees for their positive results, and feedback help to identify the strength and weaknesses of employees.

Dhaka Bank is one of the perceived banks among clients. They are in an excellent situation in the market to serve their clients. Dhaka Bank practices advanced HR strategies. Consistently they do execution assessments, so representatives and bosses both can think about execution. After the assessment, they find vital ways to improve it. Be that as it may, as of late they chose to change the current exhibition examination framework as they might suspect it may have a one-sided result. With this view, they need to utilize the KPI technique. My point in this exploration was to know if this strategy will work. By considering realities and figuring information I've satisfied my examination objectives. I've additionally suggested some plausible arrangements that may assist them with arriving at their objective without any problem. From this exploration, I can say that for appropriate assessment of worker execution they need to follow a legitimate organization of Execution Evaluation framework. Adjacent to this each worker of the association ought to have appropriate information on evaluation measures. The supervisor ought to have given explicit rules for the worker commitment with the evaluation interaction. Above all evaluation, the cycle ought to be moral and fair.

Dhaka Bank should make sure that the Performance Appraisal Process that they implement is unbiased and just to their employees. The performance appraisers of Dhaka Bank should take adequate steps to disallow personal interest or unethical consideration during appraisal time. The performance appraisers of Dhaka Bank should find sufficient ways to forbid individual premium or deceptive thought even if they are being provoked by any other parties. The Managers of Dhaka Bank should continue to focus on achieving organizational goals. The managers can also focus on evaluating employee performance correctly so that they can provide needed feedback.

In Dhaka Bank, they need to follow a proper performance appraisal process to evaluate employee performance as the present one is not appropriate enough. Without proper tools and methods of performance appraisal system, it is not possible to know employee strengths and weaknesses. So, the employers of Dhaka Bank Limited can use the KPI method to implement the performance appraisal process adequately.

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Chapter One

Introduction to the report

I am a student of the Brac University MBA Program. I am doing my major in Human Resource Management (HRM). I have been working at Dhaka Bank for almost three years. As I am working in this company, I got the opportunity to learn many things about the HR department. That is why I proposed to do my internship report on “**The managerial performance appraisal process of Dhaka Bank Limited: A review**”.

I have prepared this internship report as a requirement of the internship program for MBA students of Brac University. It can be considered as an intersection point between academic knowledge and practical work. To be more specific theory cannot be productive without proper implementation in the practical world. The goal of this internship report is to comprehend the real-life job environment so that one can use it as an opportunity to implement theoretical knowledge in a real-life situation.

Overview of Internship

1.1: Student Information: Name, ID, Program, and Major/Specialization

Name: Md. Hasib Ullah

ID: 17264111

Program: MBA

Major: Human Resource Management (HRM)

1.2: Internship Information:

1.2.1: Period, Company Name, Department/Division, Address

Period: Three Years from 22 May 2018 to the present.

Company Name: Dhaka Bank Limited

Department: General Banking (GB)

Address: Korom Ali Complex, Board bazaar, National University, Gazipur

1.2.1.1: Project Timeline:

To conduct the report, it took me more than 2 months. In the very first month, I've gathered all the necessary information, developed an overall idea about my report. In the second month, I started working on my report. The timeline of my project is given below:

Sl.	Tasks	Start Date	End Date	Total Days	MAY	JUNE			JULY			AUGUST
					23 to 30	1 to 10	11 to 22	21 to 31	1 to 10	11 to 20	21 to 30	1-10
1	Gathering Information	MAY' 23	AUGUST' 28	66 days								
2	Organization Part	MAY 23	JUNE' 03	12 days								
3	Information Part	JUNE' 04	JUNE' 14	11 days								
4	Topic Part And Problem Statement	JUNE' 15	JULY' 07	23 days								
5	Hypothesis and questioner development	JULY' 08	JULY' 14	7 days								
6	Survey and data analysis	JULY' 15	July' 28	14 days								
7	Findings and recommendation and conclusion	July 29	August' 05	8 Days								

1.2.2 Internship Company Supervisor's Information: Name and Position

Name: Mohammed Yousuf Hossain

Designation: Assistant Vice President (AVP)

1.2.3 Job Scope – Job Description/Duties/Responsibilities

My duties and responsibilities at Dhaka Bank Limited:

- Formally joining at Dhaka Bank Ltd. along with the introduction with new colleagues.
- I was assigned to open several accounts like savings, current, and fixed deposits.
- Learning about new banking software UBS (Universal Banking System) for banking activity-related transactions.
- Operating different software like-Clearing, Rtgs (Real Time Gross Settlement, Gefu, Beftn (Bangladesh Electronic Fund transfer and network), Utility bill posting software, Docudex.
- Providing different customer services like opening accounts, responding to different questions of the customers, helping customers to install Dhaka Bank Go software for online banking-related activities.

- In the HR Department, I got the opportunity to do some Hr related activities like-Sorting of documents of different employees under different departments of the bank.
- I also created a personal file for employees to maintain necessary information about them.
- I have also performed some Hr related activities like-Documenting the file of absent employees, sorting CVs of new employees, being present in the interview session of assisting the employers of Dhaka bank, I have monitored candidates during their written test for Dhaka Bank to maintain an ethical environment, calling candidates of Dhaka Bank for their viva exam.

1.3 Internship Outcomes:

1.3.1: Student's contribution to the company:

Some of the major contributions from me towards Dhaka Bank Limited are described below:

1. Providing General Customer Service: As we know that providing general customer service is an integral part of the banking industry. So, after joining Dhaka Bank I tried to provide superior customer service. I also made sure that customers are satisfied with the banking information that I have provided to them. Whenever a customer came to me with an inquiry about a banking procedure, I tried my level best to help him/her. I tried to make sure that customers choose the best product to deposit their money so that they can get the best interest out of it. I always tried to be polite with elderly customers. I always tried to provide service with a smiling face so that no customer gets dissatisfied.

2. Opening of Different Accounts: I have opened different accounts like-Savings, current, DPS (deposit pension scheme), FDR (Fixed Deposit Receipt)

3. Operating different financial transactions: I have generated different financial transactions like-BEFTN (Bangladesh Electronic Fund Transfer and network), RTGS (Real Time Gross Settlement).

1.3.2 Benefits to the student: The benefit of the study was to gather real-life experience to understand the performance appraisal system in its true nature. The research is performed with the help of real-life work experience at Dhaka Bank Ltd. The organization helped me a lot by providing relevant knowledge about the performance appraisal system. As I am an existing employee of Dhaka Bank I got the chance to visit the HR department for a while. The head of HR allowed me to work in the HR department where I performed performance appraisal-related activities. So, the scope of the study highly focused on the HR department.

1.3.3 Problems/Difficulties (if any faced during the internship period)

There are some limitations that I had to face as this Internship report is based on real-life situations. As a student of the Masters of Business Administration Program, I was thrilled to face this challenge despite the limitations.

- **Shortage of Data:** As I am working at Dhaka Bank Limited as a General Banking Service Officer it was really hard for me to go to the HR Department and collect necessary Data

on the performance appraisal process of Dhaka Bank Limited. When I went to the HR department lots of projects were going on due to the recent Coronavirus situation. So, most of the HR employees were busy tackling their HR-related projects. Some, of the HR employees, tried their level best to assist me but due to their immense work pressure, they were not been able to provide me with the necessary data that I required for my internship report. I tried to find relevant information from the website of Dhaka Bank limited but I was not been able to collect all the necessary information that I needed for my Internship report.

- **Privacy Related Issues:** I got the chance to work on the UBS software of Dhaka Bank Limited but there was a lot of information which were highly confidential and limited only to the actual HR people of Dhaka Bank Limited. This privacy was maintained due to the security compliance of Dhaka Bank Limited.

1.3.4 Recommendations (for and suggestions to the company on future internships)

Some Recommendations are given below:

- **Dhaka Bank can give their interns more opportunities to interact with different departments like GB, Cash, Credit.**
- **The monthly allowance for interns should be higher than the present.**

Chapter 2

Organization Part: Overview, Operations, and a Strategic Audit

2.1 Introduction (Objective, Methodology, Scope, Limitation, and Significance)

Introduction to the report

I am a student of the Brac University MBA Program. I am doing my major in Human Resource Management (HRM). I have been working at Dhaka Bank for almost three years. As I was working in this company, I got the opportunity to learn many things about the HR department. I proposed to do my internship report on **the managerial performance appraisal process of Dhaka Bank Limited: A review.**

I have prepared this internship report as a requirement of the internship program for MBA students of Brac University. It can be considered as an intersection point between academic knowledge and practical work. To be more specific theory cannot be productive without proper implementation in the practical world. The goal of this internship report is to comprehend real-life job environments so that one can use it as an opportunity to implement theoretical knowledge in real-life situations.

Aim of this Research

The main aim of this study is to look at the performance appraisal system from the employees' perspective. I tried to find out whether the employees perceive it as an effective method for evaluating their performances and give rewards accordingly? Some people think that performance appraisal is not as feasible as it seems.

This research will thoroughly examine what the employees of Dhaka Bank feel about their performance appraisal system. This research will also evaluate the effectiveness of the performance appraisal system.

Research Objectives:**Broad Objectives:**

To develop a performance appraisal system in such a way so that the most up-to-date HR performance-related methods can be introduced to the organization. Addressing the needs of employees along with the fulfillment of it in the performance appraisal system is also a prime objective of the report.

Specific Objectives

- To understand the needs of the employees, indicators of their performance, motivational aspects that drive them.
- To find out what will be the next procedure after evaluating the performance of the employees along with the reward factors associated with it.
- To get a notion about the performance of the employees of Dhaka Bank Ltd. as a whole.
- To recognize and create a link between the expected and actual performance of the employees of Dhaka Bank Ltd.
- To provide some idea along with the suggestion to overcome the problem.

Methodology:**Research Methodology:****Research Approach:**

For completing this research, I used an approach that is concerned with developing a hypothesis based on prevailing theory, and then I designed a research strategy to test the hypothesis. The approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, the approach is concerned with deducting conclusions from premises or propositions. According to the approach, I have started my research “**The managerial performance appraisal process of Dhaka Bank Limited: A review**” and conducted a survey, collected information, prepared a hypothesis based on my topic, and used Excel for getting more specific data.

Types of Research:

- Quantitative and Qualitative

Method of Data Collection:

- Information collected to furnish this report is both Primary and Secondary Sources.

Primary Data:

- Questionnaires with Structure questions were used in the survey of employees in Dhaka Bank Ltd.

Secondary Data:

- Website of Dhaka Bank Ltd.
- Internet

Population and Sampling Methods:**Population:**

- 52 Employees of Dhaka Bank Limited Board Bazar Branch

Sampling Plan:

- **Sample Unit:** Employees of Dhaka Bank Limited___ HR department, General Banking Department, and credit department
- **Sample Frame:**
The sample frame of this study consists of the employees of Human resource and General Banking Department and Credit Department
- **Sample size:**
36 employees
- **Sampling Procedure:**
Stratified Random Sampling
The formula for Stratified Random Sampling is(Sample Size/Population Size)*stratum Size

Department	Number of populations	Sample size
Human Resource Department	22	15
General Banking Department	15	10
Credit Department	15	11
Total	52	36

Table- Stratified Sample Group

Contact Method:

- Questionnaire Survey

Scope of the study: The scope of the study was to gather real-life experience to understand the performance appraisal system in its true nature. The research is performed with the help of real-life work experience at Dhaka Bank Ltd. The organization helped me a lot by providing relevant knowledge about the performance appraisal system. As I am an existing employee of Dhaka Bank I got the chance to visit the HR department for a while. The head of HR allowed me to work in the HR department where I performed performance appraisal-related activities. So, the scope of the study highly focused on the HR department.

Research Limitations:

The limitations were-

- **Lack of experience:** Being a temporary member and a firsthand researcher of the organization, it was not possible to express some of the sensitive issues, as requires.

- **Lack of information:** Unavailability of sufficient written documents as required for making this study. In many cases, up-to-date information was not available.
- **Lack of respondents:** Because of its end of the year the workload was so much. Every employee was busy with their work. There were meetings and so many file works. That's why it was so hard to reach out to the employees to get much information.

2.2: Overview of the company:

Dhaka Bank Limited is a private limited commercial bank in Bangladesh.^[1] Its headquarters are situated in Dhaka. Currently, the bank has 100 branches and 3 SME Service Centers around the country. The bank was founded in 1995. The Founder Chairman of the Board of Directors of this Bank was Abdul Hai Sarker.

2.2.1: Corporate information of Dhaka Bank Limited:

Company Profile	
Name of the company	Dhaka Bank Limited
Year of Establishment	1995
Address	Plot: CWS (C)-10, Bir Uttam A K Khandakar Road, Gulshan-01, Ward-19, Dhaka North City Corporation, Dhaka-1212.
Phone	Phone: +8802 5831 4424 (Hunting number), +8802 5831 4425-31, 5831 4624-8
Email	info@dhakabank.com.bd
Website	Dhakabankltd.com
Chairman	Mr.Abdul Hai Sarker
Vice-Chairman	Mr.Abdullah Al Hasan
No of Branches	100 Branches



2.2.2 Vision and Mission

Vision: Excellence in Banking

Mission: To be the leading financial institution throughout the country which provides high-quality products and services backed by the latest technology and a team of highly motivated personnel to deliver Excellence in Banking.

2.3: Management Practices

Management Committee: Management committee is formed to take care of the entire operation of Dhaka Bank Ltd. and to earn profit as well. One of the main objectives of the Management Committee is profit maximization.

The people belonging to the management committee of Dhaka Bank Limited are as below:

MR. EMRANUL HUQ

Managing Director & CEO

MR. MOHAMMAD ABU JAFAR

Additional Managing Director

MR. A. K. M. SHAHNAWAJ

Deputy Managing Director

-Risk Management

MR. A M M MOYEN UDDIN

Deputy Managing Director
– Operations & IT

MR. MD. SHAHJAHAN MIAH
SVP & Company Secretary

MR. DARASHIKO KHASRU
SEVP & CRO

MR. ABDULLAH HIL KAFI
SEVP & Head of ICCD

MR. MD. ABDUL MATIN
SEVP & Head of Credit Risk Management

MR. M REZAUR RAHMAN
SVP & Head, Human Resources Division

MR. K.M. FAISAL FARUQUI
SVP & Head of Treasury Division

Strategic Management Team of Dhaka Bank Limited:

The main aim of Strategic Management is the formulation of different strategies for the people of Dhaka Bank Ltd. The strategic management team of Dhaka Bank Limited plans, monitors, analyses and assess all the ongoing projects to reach its target. The strategic Management team of Dhaka Bank limited is headed by Mr.Emranul Huq.

MR. EMRANUL HUQ
Managing Director & CEO

Asset Liability Committee: The main aim of the Asset liability committee is to increase assets and decrease liability. Another objective of the asset-liability team is to maintain the ratio of Asset to Liability. The asset-liability committee of Dhaka Bank Limited consists of

MR. EMRANUL HUQ
Managing Director & CEO

MR. MOHAMMAD ABU JAFAR

Additional Managing Director

MR. A K M SHAHNAWAJ

DMD, Risk Management

MR. A.M.M. MOYEN UDDIN

Deputy Managing Director – Operations & IT

MR. DARASHIKO KHASRU

SEVP& CRO

MR. MD. ABDUL MATIN

SEVP & Head, CRM

MR. MD. TIPU SULTAN

EVP & Head of Islamic Banking

MR. MOSLEH SAAD MAHMUD

SVP, Head of Liability & Cash Management

MR. H. M. MOSTAFIZUR RAHMAN

SVP & In-charge Retail Banking

MR. SAHABUB ALAM KHAN

SVP & Acting CFO

MR. K.M. FAISAL FARUQUI

SVP & Head of Treasury

Management Credit Committee:

The management credit committee will give loans to profitable sectors and will look carefully at the fact that they don't give loans to defaulters. The people belonging to the management credit committee.

MANAGING DIRECTOR & CEO

ADDITIONAL MANAGING DIRECTOR

DEPUTY MANAGING DIRECTOR – RISK MANAGEMENT (DMD – RM)

ADDITIONAL MANAGING DIRECTOR

HEAD OF CORPORATE BANKING DIVISION

HEAD OF CREDIT RISK MANAGEMENT (HOCRM)

HR Committee:

The people in the human resource management committee of Dhaka Bank Limited ensure the recruitment, selection, and training of employees along with providing appropriate compensation and benefits for them.

MR. EMRANUL HUQ

Managing Director & CEO- Chairman

MR. MOHAMMAD ABU JAFAR

Additional Managing Director

MR. A K M SHAHNAWAJ

Deputy Managing Director – Member

MR. A. M. M. MOYEN UDDIN

Deputy Managing Director – Operations & IT

MR. M REZAUR RAHMAN

SVP & Head, HRD – Member

Executive Risk Management Committee:

The executive risk management committee of Dhaka Bank Limited consists of:

MR. DARASHIKO KHASRU

SEVP and Chief Risk Officer(CRO)

MR. A.M.M. MOYEN UDDIN

Deputy Managing Director – Operations & IT

MR. ABDULLA HIL KAFI

SEVP & Head of ICC Division

MR. MD. ABDUL MATIN

SEVP & Head, CRM Division

MR. MD. MAHBUBUR RAHMAN

SVP & Head, AML & CFT Division

MR. MIR SAIDUL ISLAM

SVP & Head of CPC Credit

MR. MOHAMMAD AINUL HAQUE

SVP, Corporate Division

MR. SAHABUB ALAM KHAN

SVP & CFO (Acting)

MR. K.M. FAISAL FARUQUI

SVP & Head, Treasury Division and FX

MR. ABU JAHID ANSARY

VP & In-charge, International Division

MR. MANIK LAL BISWAS

EVP & Deputy CRO and Member Secretary of ERM

MR. MD. NAHID UL HASAN

AVP & Risk Manager, RMD

2.4 Marketing Practices:

DHAKA BANK'S COMMUNICATIONS & BRANDING TEAM looks after everything to do with our marketing strategies and brand communications – both inside and outside the Bank. From national and international advertising to projects that engage everyone to the bank to the integrated multi-channel marketing campaigns that encompass digital advertising, sponsorship, and event. Dhaka Bank, since its inception, has positioned itself as an Exclusive Brand in the financial industry in Bangladesh. Back in 1995, a group of dynamic people found this Financial Brand for the progress of the country not only from a macro-economic perspective but also in the micro-economic arena. Having that vision in mind, Dhaka Bank always carries the brand promise “Excellence in Banking!”

Developing Communication and Branding strategies are of vital importance nowadays especially regarding banking business endeavors. Today's burgeoning and competitive business landscape urges the banking sector to develop a more innovative approach to new leading opportunities. Because of the major market changes, most banks have decided to review their communication tools by adjusting their marketing techniques. Anticipating such behavioral shifts helps to integrate change quickly as well as to adapt the business to new expectations and patterns of consumer behavior.

2.5 Financial Performance & Accounting Practices

Capital and Reserve: Dhaka bank Ltd. started its operation with an authorized capital of TK.1000 million with paid-up capital of Tk.100 million. Dhaka Bank announced the paid-up capital of tk.8,125,826,850 in 2018 and paid-up capital of tk.8,532,118,190tk in 2019.

Table 1: Paid Up Capital of DBL

Year	Paid Up Capital
2018	8,125,826,850
2019	8,532,118,190

Capital and Reserve:

Table 2: Capital surplus of Dbl

Year	Capital Surplus
2018	4,128,524,906
2019	6,997,121,912

Profit:

Table 3 : Profit of Dhaka Bank Limited

Year	Profit
2018	1,359,130,376
2019	1,571,3612,018

Deposits:

Table 4: Deposits of Dhaka Bank limited:

Year	Deposits
2018	197,189,479,856
2019	204,530,024,228

Loans and Advances:

Table 5: Loans and advances of Dhaka Bank limited:

Year	Loans and advances
2018	180,625,703,598
2019	195,634,907,019

Total Asset:

Table 6: Total asset of Dhaka Bank Limited

Year	Total Asset
2018	273,976,117,345
2019	285,009,391,699

Return on Investment:**Table 7: Return on Investment of Dhaka Bank Limited**

Year	Investment
2018	8.6%
2019	7.99%

Return on Asset**Table 8: Return on asset of Dhaka Bank Limited**

Year	Asset
2018	0.54%
2019	0.56%

Earnings Per Share:**Table 9: Table on Earning Per Share**

Year	Earnings Per Share
2018	1.59
2019	1.84

2.6: Operations Management and Information System Practices:

2.6.1 Operation Management in Banks:

The Management of Dhaka Bank is maintaining their operations smoothly and carefully to maximize their profits in terms of minimizing risks. The operation management practices emphasize doing financial transactions accurately so that they can provide high-quality service to their customers.

2.6.2 Information system practices in banks:

Information systems are very important for the survival of banks in this competitive world. Without the proper management of information systems, banks cannot run their operations. Dhaka Bank has its own It sector to maintain its database along with all other related facilities.

2.7 SWOT ANALYSIS:

2.7.1 Strengths:

- Powerful corporate distinctiveness
- The grading system of the performance appraisal for employees is moderate
- Strong Emotional bonding with employees
- Rotation of employees in difficult situations
- Strong employee acquaintance and belongings
- A self-driven and enthusiastic workforce
- Well-organized presentation and performance

2.7.2 Weakness:

- ✓ Low salary of employees in terms of effort
- ✓ More work and less appreciation
- ✓ Less employee and more work pressure
- ✓ Inadequate profit-sharing with employees
- ✓ Less social acceptance for some employees working in the booths.
- ✓ Less cash incentive for employees working in the cash department.

2.7.3 Opportunities

- ✓ The bank should use advanced technological software to develop a superior customer database for employees.
- ✓ The bank should motivate customers to open accounts online to reduce direct customer interaction.
- ✓ The bank should develop its product mix so that it can increase their customer volume
- ✓ The bank should open more branches in specific economic zones similar to their competitors to decrease pressure on customers as well as employees
- ✓ Due to the recent Corona virus Outbreak, our bank should focus on online banking to ease pressure from branch banking

2.7.4 Threats:

- As the government of Bangladesh is declaring lockdown on a random basis banks are struggling to achieve yearly revenue.
- Different banks are providing different online banking applications like linking their banking software with Bkash and Nogod to create a superior customer database to erase competition.
- Political unrest like strike and embargo.

2.8 Summary and Conclusions:

Dhaka Bank is one of the perceived banks among clients. They are in an excellent situation in the market to serve their clients. Dhaka Bank practices advanced HR strategies. Consistently they do execution assessments, so representatives and bosses both can think about execution. After the assessment, they find vital ways to improve it. Be that as it may, as of late they chose to change the current exhibition examination framework as they might suspect it may have a one-sided result. With this view, they need to utilize the KPI technique. My point in this exploration was to know if this strategy will work. By considering realities and figuring information I've satisfied my examination objectives. I've additionally suggested some plausible arrangements that may assist them with arriving at their objective without any problem. From this exploration, I can say that for

appropriate assessment of worker execution they need to follow a legitimate organization of Execution Evaluation framework. Adjacent to this each worker of the association ought to have appropriate information on evaluation measures. The supervisor ought to have given explicit rules for the worker commitment with the evaluation interaction. Above all, the evaluation cycle ought to be moral and fair.

2.9 Recommendations

- Dhaka Bank should make sure that the Performance Appraisal Process that they implement is unbiased and just to their employees. The performance appraisers of Dhaka Bank should take adequate steps to disallow personal interest or unethical consideration during appraisal time. The performance appraisers of Dhaka Bank should find sufficient ways to forbid individual premium or deceptive thought even if they are being provoked by any other parties. The Managers of Dhaka Bank should continue to focus on achieving organizational goals. The managers can also focus on evaluating employee performance correctly so that they can provide needed feedback.
- In Dhaka Bank, they need to follow a proper performance appraisal process to evaluate employee performance as the present one is not appropriate enough. Without proper tools and methods of performance appraisal system, it is not possible to know employee strengths and weaknesses. So, the employers of Dhaka Bank Limited can use the KPI method to implement the performance appraisal process adequately.
- To implement a functional basis of the performance appraisal system the employers of Dhaka Bank should focus on the behavioral factors of the employees. It will help the employers to understand the personal needs of the employees. For that, the employers of Dhaka Bank need to choose some factors cautiously to analyze as well as scrutinize employee performance in a certain period.
- For using multilevel performance appraisal, managers should be careful that any wrong data is not included. They have to make sure that every person provides an honest answer and the process is clear to each employee.

A software-based appraisal will make the performance appraisal system easier and will be able to produce more accurate data to evaluate the performance appraisal of the employees of Dhaka Bank. So, Dhaka Bank can make its software for performance

Chapter 3:

Project Part: Title of the Project

3.1 Introduction (Background, Objective(s) and Significance

Introduction to the report

I am a student of the Brac University MBA Program. I am doing my major in Human Resource Management (HRM). I have been working at Dhaka Bank for almost three years. As I was working in this company, I got the opportunity to learn so many things about the HR department. So, that is the main reason I decided to do my internship report on the **“Performance Appraisal Process” of the employees of Dhaka Bank Ltd.**

I have prepared this internship report as a requirement of the internship program for MBA students of Brac University. It can be considered as a crossing point between academic knowledge and practical work. To be more specific theory cannot be productive without proper implementation in the practical world. The goal of this internship report is to comprehend the real-life job environment so that one can use it as an opportunity to implement theoretical knowledge in a real-life situation. I have been working at Dhaka Bank for three years with some given responsibilities upon me. I have done my level best to perform all responsibilities and tasks given to me during my work period. I have managed to achieve some real-life work experience while working at Dhaka Bank as an employee.

3.2 Literature Review

Experts have noticed that job satisfaction is directly related to worker turnover, degrees of consistency, non-appearance, and indirectly to job performance and efficiency. (Shore, Newton et al, 1990).

“Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility” (Colin, 1995).

“Positive psychology aims to shift the emphasis away from what is wrong with people to what is right with people” (Luthans, 2002, p. 697),

The existing literature reveals that human resources can be preserved within the organization and optimally utilized through inspiring it using different strategies such as working conditions, leader’s influence, training and development, learning culture, organization reputation, and rewards. Among those strategies reward is a key factor. (Agwu, 2013: Heng, 2012: Yapa, 2002).

Performance Appraisal (PA) normally includes —assessing performance in light of the judgments and sentiments of subordinates, peers, administrators, different directors, and even specialists themselves (Jackson and Schuler, 2003). Some strategies are used to quantify/check and managed employees’ performance also, for example, free essays, an appraisal based on rating and ranking, and 360-degree feedback. These techniques are essentially quantifiable and not very time-wasting, except for the 360-degree strategy. The 360-degree strategy is used less for evaluating employees (Kateřina, Andrea, and Gabriela, 2003).

Organizations measure under Employee performance employee productivity, job quality, job accomplishment, willingness to exert extra effort, commitment, and goal achievement. (Yapa, 2002: Dharmasiri and Wickramasinghe, 2006: Taljaard, 2003)

According to Armstrong (2008), performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. He further explained it is means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards, and competency requirements.

According to Zaman (2011), Human resource is the most important factor which brings competitive advantage by contributing their knowledge, skills, and capabilities to the organization.

“Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility” (Agwu, 2013).

The connection between job satisfaction and job performance has been the issue of numerous studies. For the most part, an appraisal, performance survey, or a career advancement discussion is a strategy by which the job performance of an employee is assessed as far as quality/amount/cost/time (Prasad, 2015).

Performance Appraisal manages such issues as employees assessing convenience, precision, objective setting methods, and criticism systems. (Dobbins, Candy and Plat-Vieno, 1990). Addressing the issue of utilizing a Performance Appraisal, Longenekar, Sims, and Gioia summarize as —the principle concern is; what is the best way to utilize the evaluation procedure to motivate and reward employees (1987, p 191). As a procedure, performance appraisal is viewed as a key supporter of prosperous human resource management, as it is firmly related to hierarchical performance (Erdogan, 2002).

The connection between performance appraisal and satisfaction and work performance was both facilitated and moderated by employees' intrinsic work motivation.

Theoretical Analysis

3.2.1: Performance Appraisal System:

An exhibition evaluation or performance appraisal is a standard survey of a representative's work execution and generally speaking commitment to an organization. Otherwise called a "yearly audit," "execution survey or assessment," or "representative examination," an exhibition evaluation assesses a worker's abilities, accomplishments, and development, or deficiency in that department. Organizations use execution examinations to give representatives higher perspective criticism on their work and to legitimize pay increments and rewards, just as end choices. They can be led at some random time yet will, in general, be yearly, semi-yearly, or quarterly.

The essential explanation behind having a PA program is to screen workers' exhibitions, inspire staff and improve organization spirit. Observing execution requires routine documentation, which is cultivated through finishing a presentation examination structure. At the point when representatives know that the organization is giving unique consideration to their presentation and that they could be remunerated with merit increments and advancements, they are persuaded to work more earnestly. Confidence is improved when representatives get acknowledgment or prizes for their work.

A compelling PA program will help the organization in accomplishing its objectives and destinations. Not exclusively will preparing needs to be distinguished and tended to during a PA audit, however, shrouded ability

3.2.3 Objectives of Performance Appraisal:

- To survey the exhibition of the workers throughout a given timeframe

- To judge the hole between the real and the ideal exhibition.
- To help the administration in practicing hierarchical control.
- To analyze the qualities and shortcomings of the people to distinguish the preparation and advancement needs of things to come.
- To give input to the representatives concerning their past presentations.
- To judge the adequacy of the other human asset elements of the organization such as recruitment, selection, training, and development.

3.2.4 Principles of Performance Appraisal:

The exhibition examination or performance appraisal is a fundamental piece of the HR division's commitment to an association. A compelling examination may not just wipe out conduct and work quality issues; it can be thought process a worker to offer more. Also, a compelling exhibition examination can profit the representative just as an association.

- **Developing contact as well as communication among Employees and Managers:** Time after time, representatives and chiefs don't get along and can't get why. Issues that come from an absence of correspondence can in some cases be settled with a presentation examination. If the examination is utilized as a chance to depict the models on which execution is made a decision about the worker will likewise know and they will speak with the administrator to perform best in their position

- **Introducing and Providing a Career Path:** The presentation evaluation or performance appraisal is the ideal chance to address long-term objectives that might be on the regular daily agenda. In addition to the fact that this provides the worker with a chance to be of more prominent use to an association, it will assist the representative with developing a profession in the existing association.

- **Requirement as well as the need for training and Development:** Performance examination offers or in other words performance appraisal a superb chance for a chief and subordinate to perceive the need of preparing of an individual representative.

- **An apparatus of inspiration:** Performance Appraisal additionally fills in as a motivation instrument. Entirely through weighing up the execution of staff, a representative's productivity can be solid leaning if the objectives are accomplished well as expected. This inspires the representative for performing better in work and encourages him to improve in the future.

3.2.5 Importance of Performance Appraisal:

A successful evaluation and execution of the executive's cycle can essentially affect an association's way of life, staff resolve, and representative commitment levels. Also, leading PA is vital for an organization

- **Opinions and corrections as a form of feedback:** This gives an organized arrangement to the conversation of execution issues consistently.

- **Encouraging better-quality Performance:** Performance examination assists with inspiring individuals to convey unrivaled execution severally.
- **Setting well as measuring Goals:** Goal setting has reliably been exhibited as an administration cycle that creates unrivaled Performance.
- **Determining pay changes:** Performance examination or performance appraisal gives the component to ensure that the individuals who accomplish better work get more compensation.
- **Encouraging instructing and tutoring:** Performance Appraisal distinguishes the regions where training is vital and urges administrators to play a functioning instructing job.
- **Supporting Manpower Planning:** Well-overseen associations consistently survey their seat solidarity to ensure that they have the ability that they will require for what's to come.
- **Setting as well as determining Individual Training and Development Needs:** If the presentation evaluation technique incorporates a necessity that singular improvement plans be resolved and examined, people would then be able to use sound judgment about the abilities and capabilities they need to gain to make a more noteworthy commitment to the organization. Accordingly, they increment their odds of advancement and lower their chances of cutback.

3.2.6 Methods of Performance Appraisal System

The worker execution examination measure is significant for associations to support representative profitability and improve their results. However, even though the presentation of the executives is too significant, it's once in a while effectively utilized. Numerous organizations don't invest their best exertion to pick the best exhibition examination strategy, which is the reason just 55% of

representative accepts theirs is successful. There are a few techniques for execution evaluation are given below

Traditional Methods

- Ranking Method**

- Paired Comparison**

- Grading**

- Forced Distribution strategy**

- Forced decision strategy**

- Checklist strategy**

- Critical occurrences strategy**

- Graphic Scale strategy**

- Essay strategy**

- Field survey strategy**

- Confidential report**

- 90-degree method**

Modern Methods:

- Management by objective**

- Behaviorally secured rating scales**

- Assessment focuses**

- 360-degree evaluation**

- Cost bookkeeping technique**

- KPI technique**

3.2.7 Factors that impact on Performance Appraisal:

Execution evaluation or performance appraisal is finished by the directors or administrators and HR. They do this work under the various circumstance, at a better place, and with diverse perspectives, and at various times. Their decisions are probably going to be influenced. They are individual. Their brain research, enjoying, loathing, inclination, judgment, and so forth are probably going to influence the evaluation of representatives. There are chances that mistakes are probably going to happen. In any case, endeavors ought to be there with the goal that these can be limited. Appropriate consideration ought to be taken to give a reasonable and unbiased evaluation. For the most part, the accompanying blunders are probably going to happen in evaluation:

- **General Bias Errors:** It relies on the mentality of the assessor. Some might be severe and others might be extremely liberal during the evaluation work. They may not consider the real presentation of the representatives for evaluation work. It influences everybody all in all.
- **Halo Effect:** During evaluation when the assessor considers or offers significance to one standard of the appraisal and overlooking the other factor, the blunder is probably going to occur. This is called radiance impact. It gives a wrong evaluation of the workers.
- **Relation Rating Error:** When one assignment is identified with another undertaking then the assessor offers significance to that coherent relationship more. It makes a blunder in the evaluation.

- **Contrast and Similarity Errors:** The assessors evaluate different representatives dependent on their appraisal. The evaluation might be comparable or differentiated to the appraisal of the workers.
- **Central Tendency Errors:** When the evaluator doesn't make extraordinary strides for assessment, he maintains a strategic distance from the outrageous two closures. He follows the focal way and gives a normal rating for the presentation. The scope of appraisal is extremely limited. It disappoints the superb entertainers yet ensures the helpless entertainers moreover.
- **Proximity Errors:** When the rater evaluates one high side then he surveys others likewise high side this is called closeness blunder. He needs to equity with everybody except at the outset he has done the appraisal on the wrong side and that influences the entire evaluation.

3.2.8 Current Performance Appraisal System of Dhaka Bank Limited

Execution Appraisals or in other words performance appraisal are intended to energize interchanges among staff and his/her line manager(s) and to empower every one of them to comprehend the assumptions for the other. Better correspondences among staff and their Manager(s) prompts a superior arrangement, more powerful administration, and more grounded execution. Further, Performance Appraisal is the strategy to officially assess the exhibition of staff, so great execution is perceived and shortcomings are related to a view to helping and directing the representative in improving their presentation.

In Dhaka Bank, each line chief, Department supervisor and HR has to guarantee the improvement of his/her staff's abilities needed to play out their positions adequately. From all the exhibition examination technique Dhaka Bank utilizes a 90-degree strategy where the assessment is led by the Operation Manager to finally be utilized by the manager.

The reason for the presentation examination is to:

- Give the representative a chance for self-appraisal of his/her presentation and propose methods for personal growth and improvement
- Give the representative input on his/her status to meet the goals which were concurred between the worker and Operation Manager.
- Document the representative's exhibition for current and future reference
- Use as a reason for compensation increases, advancements, professional improvements, or disciplinary activities
- Identify the need for preparing or ability improvement and give a contribution to the executives arranging.

3.2.9 90-degree technique

There are different types of evaluation, one of them being 90 degree which examination turns out to be the most widely recognized and essential type of execution evaluation. This is so because no one other than the chief is associated with this technique. The 90-degree examination is a single-direction street. The assessment and evaluations of the detailing director are separated from

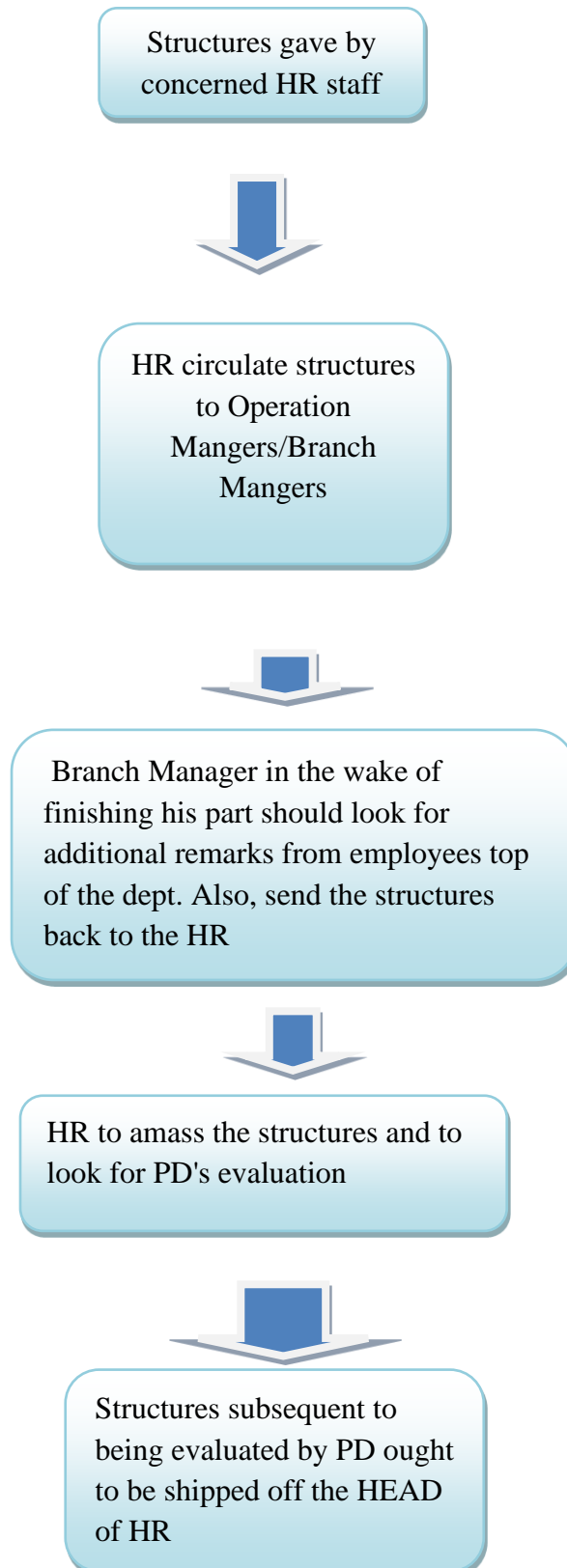
everyone else considered to decide worker's yearly exhibition and consequently decide the yearly reward. A 90-degree execution examination would be a solitary individual survey. In Dhaka Bank, the 90-degree method is used.

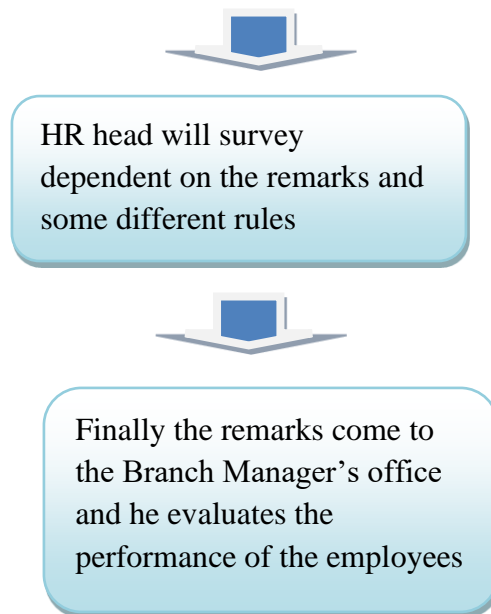
3.2.10 Time for Performance Appraisal

- A complete and composed Performance Appraisal will be arranged every year for standard and long-haul Contract representatives of Dhaka Bank.

- But before proposing an advancement for a representative

3.2.11 Steps of Performance Appraisal of Dhaka Bank Limited.





3.2.12: Adopting KPI technique as another exhibition evaluation measure

Dhaka Bank was utilizing 90-degree for assessing their representatives however in ongoing time they need to embrace a new technique which is KPI

3.2.13 KPI technique: A Key Performance Indicator is a quantifiable worth that exhibits how viably an organization is accomplishing key business destinations. Associations use KPI at numerous levels to assess their worker's presentation and their prosperity at arriving at targets. Significant level KPI may zero in on the general execution of the association, while low-level KPI may zero in on cycles in offices, for example, deals, showcasing, and others.

Generally speaking, the KPI technique is a method of estimating the adequacy of an association representative and its encouraging towards accomplishing its objectives

- Gives a decent sign of execution
- Commonly utilized in business
- Metrics to characterize and quantify business objectives.

3.2.14 What is a SMART KPI?

One approach to assess the significance of a presentation pointer is to utilize the SMART models. The letters are normally taken to represent Specific, Measurable, Attainable, Relevant, and Time-bound. As such:

- Is your goal Specific?
- Can you Measure progress towards that objective?
- Is the objective reasonably Attainable?
- How Relevant is the objective to your association?
- What is the Time-outline for accomplishing this objective?

3.2.15 How to create KPI:

When building up a KPI, associations need to consider how that KPI identifies with a particular business result or objective. KPIs should be redone to the business circumstance and ought to be created to assist with accomplishing association objectives.

Step-1: Write a reasonable target for KPI: A KPI in every case needs to interface with a key goal. Furthermore, somebody (Key execution markers) structure an association that knows or comprehends the significance of that goal. Without an unmistakable target, your pointed objective won't accomplish which means you're pursuing an objective that does not affect your association. Without composing an unmistakable evenhanded, the entirety of this will be lost

Step-2: Share your KPI: Your KPI won't bring the normal outcome if it doesn't get conveyed appropriately. It is highly unlikely association representatives will accomplish the objectives on the off chance that they don't have a clue what they are and which part they should go for. KPI needs a viable setting. Furthermore, this is just conceivable if association workers and partners think about what the objective is and how the exhibition will be measure.

Step-3 Review the KPI on a week after week or month to month premise: Checking in on association KPI routinely is crucial for upkeep and advancement. Following association progress against the KPI is significant yet similarly fundamental is keeping tabs on your development so you can survey how fruitful an association was in building up the KPI in the primary place. Some have destinations that are impossible (more on that beneath). Some neglect to follow the hidden business objective they should accomplish. Exclusively by checking in consistently would you be able to choose if it's an ideal opportunity to change your KPIs.

Step-4: Make sure KPI is noteworthy: KPI technique needs to create focuses for both the short and long-term goals. When an objective is set with a timetable that is farther into the future (say

the following not many quarters, or financial year) association would then be able to work in reverse and distinguish the achievements that will be expected to hit in transit there.

Making your KPI significant is a five-venture measure:

1. Review business targets
2. analyze current execution
3. Set short and long haul KPI targets
4. Review focuses on a group
5. Review advance and rearrange

Step-5 Update your KPI level headed varying: KPI isn't static. They generally need to advance, update and change varying. On the off chance that the association simply setting and failing to remember KPI, the danger pursuing targets that are not, at this point pertinent to the association business. Make a propensity for routinely checking in not simply to perceive how everybody is performing against KPI, yet on which KPI should be changed or rejected totally.

Numerous different advances will assist an association with building up a viable KPI for worker execution assessment or to accomplishing hierarchical objectives.

3.2.16 Advantages of KPI technique

- Identifies all that is not difficult to quantify and check
- Visibility on execution and the key objective
- Agility is dynamic
- Efficient the executives
- A collaboration based on shared and quantifiable destinations.
- A fair execution assessment

3.2.17 Disadvantages of KPI technique

- The KPI is proposed to just improve future outcomes without reference to outside gatherings and benchmarks
- In that case, one should create KPI which utilize existing information accessible to the association

- Frequency of Data assortment

- No association with the outer data set

- KPIs are valuable for accomplishing momentary objectives yet may end up being similarly disadvantageous on account of accomplishing long haul objectives

Comparison between 90 Degree Performance appraisal and KPI method of Performance appraisal:

If we want to do a comparison between 90-degree performance appraisal and the KPI method of Performance appraisal first we will have to understand how 90-degree performance appraisal affects an employee's performance. For example in Dhaka Bank when an employee's performance is evaluated at the end of the year the evaluation process completely depends on the evaluation of the manager himself. In the 90-degree performance evaluation process, there is no scope of self-evaluation for the employees. If the manager wants he can give any grade to the particular employee. This process facilitates only one way and can be considered as top-down communication. The 90-degree method of performance appraisal is the most basic form of performance appraisal. 90-degree performance appraisal is one person review where the decision of the boss is everything while evaluating performance. As I have taken the interview of one of my colleagues on the 90-degree performance appraisal process I know this method is not appropriate. I have also talked with several of my colleagues on 90-degree performance appraisal and they told me that- Managers often like to make their predictions while evaluating the performance of a particular employee in the 90-degree method.

- ✓ On the other hand, in Dhaka Bank when an employee's performance is evaluated at the end of the year and if the evaluation process depends on the KPI method then the scenario

would be quite different. First by using the KPI method the Manager can give his employees a specific objective along with achievable targets. Then the manager can tell his employees to justify their performances through self-appraisal. In the self-appraisal process, the employee can write about his/her achievements for the year which the manager was already tracking by using the KPI method. Despite tracking the manager is not being able to remember the progress of every employee. That's when the KPI method comes to play as -A Key Performance Indicator is a quantifiable worth that exhibits how viably an employee in a particular organization is accomplishing key business destinations. Managers can use KPI at numerous levels to assess their worker's presentation and their prosperity at arriving at targets. One example can be an employee of Dhaka Bank who is writing about his appraisal process at the end of the year to be stored in software which can ultimately be reviewed by the Manager. Here we will have to remember one very important fact that-

- ✓ A written reasonable target was given to the employee by using the KPI method.
- ✓ The target was shared by the manager with all the employees of the branch
- ✓ The manager reviewed the targets quarterly for all the employees using KPI techniques.
- ✓ The manager even updated the targets of employees so that the targets become achievable

Self-Appraisal process of an employee of Dhaka Bank if the factors of KPI method is used beforehand to guide them to success:

This is the example of an employee of Dhaka Bank limited who has written his achievements at the yearend as self-appraisal. I am writing it as he said to me during an interview:

Self-Appraisal

- ✓ **My achievements this year in my responsibilities of business performance (Given the evidence, facts, and figures justifying performance)**

-As an officer of Dhaka Bank, I am liable for several job responsibilities assigned to me. These responsibilities are carefully directed by the branch officials. So, I always tried my level best to fulfill them at any cost. I enthusiastically participated in different campaigns like-Deposit collection program. I also participated in Casa (FNF) campaign program. I also performed and

actively participated in a credit card campaign. I wholeheartedly performed my regular service with utmost dedication. I also performed several banking activities besides my desk job. I worked all day just to be efficient and effective at the same time. I used my interpersonal skills to convince clients to open accounts. My manager helped me a lot as he continued to monitor me throughout the year which is a feature of the KPI method.

-Factors Hindering Performance that is outside the control of appraiser:

I always try to be efficient at all my works. I also try to be effective on them as well. As I am still very young in my banking career, I lacked proper banking knowledge. The recent coronavirus situation also hindered my performance as I was not being able to maintain the balance between my work life and my professional life. I also want to share that my manager always communicated with us in the form of one-to-one conversations asking about our personal lives and how it is affecting our professional lives. This can also be considered as a feature of the KPI method.

-Factors that helped in Performance if any:

The excellent corporate culture of my bank helped me a lot to improve my performance. The motivation that I got from my manager worked like magic to improve my performance. This motivational factor is one of the key features of the KPI technique. The helping nature of my colleagues gave me the confidence to face different tasks assigned to me. I accepted the fact that our beloved Manager sir had confidence in me. He believed that I was able to run my department all alone in the absence of other employees. I proved him right as this confidence reflected in all my works.

-Highlight key achievements of the employee for this year behind routine jobs:

I was able to achieve a loyal customer base from where I was able to fulfill my targets as mentioned by my manager in the KPI method.

**-Please rate yourself (consider quantity and quality that you made in your work)
Outstanding=125%and above, Very Good=101%-124%, Good-80%-100%, Marginal=61%-79%, Unsatisfactory= below 60%.**

After considering my contribution to the organization I am rating myself as very good.

So, by giving an employee of Dhaka Bank Ltd a chance of self-appraisal process using the KPI method the overall performance appraisal has become more effective. Here the employee is having a chance to explain that he was specific in achieving his target, his achievements can be measured, he was quite able to attain his goals, his performance was relevant according to the time frame that was given to him. All these features represent the factors of KPI and are clearly showing that the **KPI** method is far more effective than a **90-degree method** in a performance appraisal process. For example-If one of the goals of an employee of Dhaka Bank limited is to provide superior customer service then he can easily use a KPI to target and measure the number of customers satisfied with his/her service. This will measure and facilitate employees' progress towards his objective.

Another example can be-The vision of Dhaka Bank is to achieve Excellence in Banking and for achieving that vision the managers of every branch are relying upon their employees for superior performance. They are using the same old 90-degree method every year for evaluating the performance of their employees. As an existing employee of Dhaka Bank, I know that the overall employees of Dhaka Bank are not satisfied with this particular method. I even asked several of my colleagues to ensure the very fact. So, if the management people of Dhaka Bank decides to use the KPI method in their performance appraisal process in the future so that they can use appropriate strategies for achieving their vision They can also decide which metrics they need to identify that will successfully indicate that the company is progressing towards its vision. First Dhaka Bank needs to choose KPIs that will measure the appropriate activities needed for employees to give their 100 percent for the company.

3.3 Methodology

Research Methodology:

For completing this research, I used an approach that is concerned with developing a hypothesis based on prevailing theory and then I designed a research strategy to test the hypothesis. The approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, the approach is concerned with deducting conclusions from premises or propositions. According to the approach, I have started my research “**The managerial performance appraisal process of Dhaka Bank Limited: A review**” and conducted a survey, collected information, prepared a hypothesis based on my topic, and used Excel for getting more specific data.

3.3.1 Research Approach:

3.3.2 Types of Research:

- Quantitative and Qualitative

3.3.3 Method of Data Collection:

- Information collected to furnish this report is both Primary and Secondary Sources.

Primary Data:

- Questionnaires with Structure questions by the survey of Dhaka Bank Ltd.

Secondary Data:

- Website of Dhaka Bank Ltd.
- Internet

Population and Sampling Methods:

Population:

- 52 Employees of Dhaka Bank Limited.

Sampling Plan:

- **Sample Unit:** Employees of Dhaka Bank Limited___ HR department, General Banking Department, and credit department
- **Sample Frame:**
The sample frame of this study consists of the employees of Human resource and General Banking Department and Credit Department
- **Sample size:**
36 employees
- **Sampling Procedure:**
Probability Sampling
Stratified Random Sampling

Department	Number of populations	Sample size
Human Resource Department	22	15
General Banking Department	15	10
Credit Department	15	11
Total	52	36

Table- Stratified Sample Group

Contact Method:

- Questionnaire Survey

3.4 Findings and Analysis

Hypotheses Test: Z test

Hypotheses were tested to derive a meaningful conclusion from the empirical data. In addition, basic statistical techniques of different measures of central tendency have been

used for analyzing the data. As my sample size is more than 30, I have used the Z test for the study.

-
- Z test =
- Where,
- μ = mean value
- n = sample size
- σ = Standard deviation
- \bar{x} = Average

3.3.4 Hypothesis Scale:

To analyze the responses a 5-point Liker Scale has been used.

Table- Hypothesis Scale

Options to Respond	Weight
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	5

3.3.5 Independent variable and Dependent variable

Table- Independent variable and dependent variable

Independent variable	Dependent variable
KPI method	1. Effective performance of employees along with simpler solutions.
	.2. Employees can contribute to achieving organizational goals.
	3. Track down the progress of work.
	4. Facilitate employees to achieve their personal goals.
	5. Help to develop an unbiased performance appraisal system

Hypothesis

Hypothesis 1

H_A: If employees were evaluated by using the KPI method the effectiveness of the performance of employees will be simpler.

H₀: If employees were evaluated by using the KPI method the effectiveness of the performance of employees will be less simple.

Hypothesis 2

H_A: KPI method will help an employee to achieve their Organizational goals.

H₀: KPI method will not help an employee to achieve their Organizational goals.

Hypothesis 3

H_A: KPI method will help to track down the progress of work.

H_O: KPI method will not help to track down the progress of the work.

Hypothesis 4

H_A: KPI method will facilitate employees to achieve their personal goals.

H_O: KPI method will not facilitate employees to achieve their personal goals.

Hypothesis 5

H_A: KPI method will help Dhaka Bank to develop an unbiased performance appraisal system.

H_O: KPI method will not help Dhaka Bank to develop an unbiased performance appraisal system.

Data collection After providing a questionnaire to a total of 36 members, the following data was gathered:

Table- Data Collection

Likert Scale	Rating	H₁	H₂	H₃	H₄	H₅
Strongly disagree	1	4	5	6	4	0
Disagree	2	3	3	6	6	1
Neither agree nor disagree	3	10	2	2	6	3
Agree	4	6	15	12	4	12
Strongly agree	5	13	11	10	16	20

TOTAL	36	36	36	36	36
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Analysis

Hypothesis 1

H_A : If employees were evaluated by using the KPI method the effectiveness of the performance of employees will be simpler.

H_0 : If employees were evaluated by using the KPI method the effectiveness of the performance of employees will be less simple.

$H_A: \mu \neq 2.5$

$H_0: \mu = 2.5$

$n = 36$

On 5 point scale, the value of $\mu=2.5$

	xi	fi	fi.xi	$ x-\bar{x} $	$ x-\bar{x} ^2$	fi. $ x-\bar{x} ^2$
Strongly disagree	1	4	4	-2.58	6.6564	26.6256
Disagree	2	3	6	-1.58	2.4964	7.4892
Neither agree nor disagree	3	10	30	-0.58	0.3364	3.364
Agree	4	6	24	0.42	0.16841	1.010
Strongly agree	5	13	65	1.42	1.9881	25.845
TOTAL		36	129	-2.92	11.64571	40.3338

Hypothesis 1 calculation

Average, $\bar{x}=3.58$

Standard Deviation, $\sigma= 1.058$

$$Z_{cal} = (\bar{x} - \mu) / (\sigma / \sqrt{n}) = 6.124$$

At a 5% level of significance, the value of $Z_{tab} = 1.645$

Since $Z_{cal} > Z_{tab}$, the null hypothesis is rejected. So at a 5% level of significance, it can be said that if employees were evaluated by using the KPI method the effectiveness of the performance of employees will be simpler.

Hypothesis 2

H_A : KPI method will help an employee to achieve their Organizational goals.

H_0 : KPI method will not help an employee to achieve their Organizational goals.

H_A : $\mu \neq 2.5$

H_0 : $\mu = 2.5$

$n = 36$

On 5 point scale, the value of $\mu = 2.5$

	xi	fi	fi.xi	x- \bar{x}	x- \bar{x} ²	fi. x- \bar{x} ²
Strongly disagree	1	5	5	-2.66	7.0756	35.378
Disagree	2	3	6	-1.66	2.7556	8.2668
Neither agree nor disagree	3	2	6	-.66	.4356	.8712
Agree	4	15	60	0.34	.1156	1.734
Strongly agree	5	11	55	1.34	1.7956	19.7516
TOTAL		36	132	-3.3	12.178	66.0016

Table-5.8 Hypothesis 2 calculation

Average, $\bar{x} = 3.66$

S. D, $\sigma = 1.354$

$$Z_{cal} = (\bar{x} - \mu) / (\sigma / \sqrt{n}) = 5.140$$

At 5% level of significance, the value of $Z_{tab} = 1.645$

Since $Z_{cal} > Z_{tab}$, the null hypothesis is rejected. So at a 5% level of significance, it can be said that method will help an employee to achieve their Organizational goals.

Hypothesis 3

H_A : KPI method will help to track down the progress of work.

H_0 : KPI method will not help to track down the progress of the work.

H_A : $\mu \neq 2.5$

H_0 : $\mu = 2.5$

$n = 36$

On 5 point scale, the value of $\mu = 2.5$

	xi	fi	fi.xi	$ x - \bar{x} $	$ x - \bar{x} ^2$	fi. $ x - \bar{x} ^2$
Strongly disagree	1	6	6	-2.22	4.9284	29.5704
Disagree	2	6	6	-1.22	1.4884	8.9304
Neither agree nor disagree	3	2	6	-0.22	.0484	0.0968
Agree	4	12	48	0.78	.6084	7.3008
Strongly agree	5	10	50	1.78	3.1684	31.684
TOTAL		36	116	-1.1	10.242	77.5824

Table-5.9 Hypothesis 3 calculation

Average, $\bar{x} = 3.22$

S. D, $\sigma = 1.46$

$$Z_{cal} = (\bar{x} - \mu) / (\sigma / \sqrt{n}) = 2.958$$

At a 5% level of significance, the value of $Z_{tab} = 1.645$

Since $Z_{cal} > Z_{tab}$, the null hypothesis is rejected. So, at a 5% level of significance, it can be said that the KPI method will help to track down the progress of the work.

Hypothesis 4

H_A : KPI method will facilitate employees to achieve their personal goals.

H_0 : KPI method will not facilitate employees to achieve their personal goals.

$$H_A: \mu \neq 2.5$$

$$H_0: \mu = 2.5$$

$$n = 36$$

In 5-point scale, the value of $\mu = 2.5$

	xi	fi	fi.xi	$ x - \bar{x} $	$ x - \bar{x} ^2$	fi. $ x - \bar{x} ^2$
Strongly disagree	1	4	4	-2.61	6.8121	27.2484
Disagree	2	6	12	-1.61	2.5921	15.5526
Neither agree nor disagree	3	6	18	-0.61	.3721	2.2326
Agree	4	4	16	0.39	.1521	.6084
Strongly agree	5	16	80	1.39	1.9321	30.9136
TOTAL		36	130	-3.05	11.8605	76.5556

Table-5.10 Hypothesis 4 calculation

Average, $\bar{x} = 3.61$

S. D, $\sigma = 1.46$

$$Z_{cal} = (\bar{x} - \mu) / (\sigma / \sqrt{n}) = 4.56$$

At a 5% level of significance, the value of $Z_{tab} = 1.645$

Since $Z_{cal} > Z_{tab}$, the null hypothesis is rejected. So at a 5% level of significance, it can be said that the KPI method will influence employees to contribute to achieving organizational goals.

Hypothesis 5

H_A : KPI method will help Dhaka Bank to develop an unbiased performance appraisal system.

H_0 : KPI method will not help Dhaka Bank to develop an unbiased performance appraisal system.

$$H_A: \mu \neq 2.5$$

$$H_0: \mu = 2.5$$

$$n = 36$$

On 5 point scale, the value of $\mu = 2.5$

	xi	fi	fi.xi	x- \bar{x}	x- \bar{x} ²	fi. x- \bar{x} ²
Strongly disagree	1	0	0	-3.42	11.6964	0.000
Disagree	2	1	2	-2.42	5.8564	5.8564
Neither agree nor disagree	3	3	9	-1.42	2.0164	6.0492
Agree	4	12	48	-0.42	.1764	2.1168
Strongly agree	5	20	100	0.58	.3364	6.728
TOTAL		36	159	-7.1	20.082	20.7504

Table-5.11 Hypothesis 5 calculation

Average, \bar{x} = 4.42

S. D, σ = 0.76

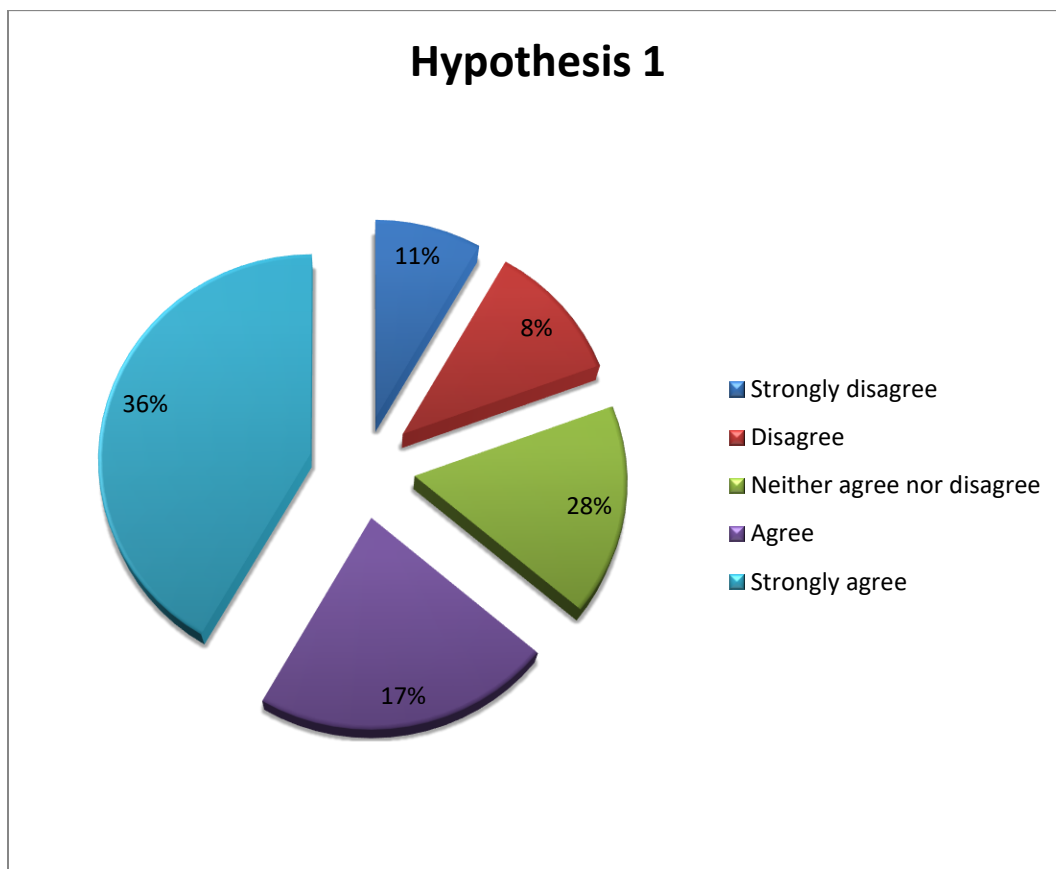
$Z_{cal} = (\bar{x} - \mu) / (\sigma / \sqrt{n}) = 15.1578$

At a 5% level of significance, the value of $Z_{tab} = 1.645$

Since $Z_{cal} > Z_{tab}$, the null hypothesis is rejected. So at a 5% level of significance, it can be said that the KPI method will help Dhaka Bank to develop an unbiased performance appraisal system.

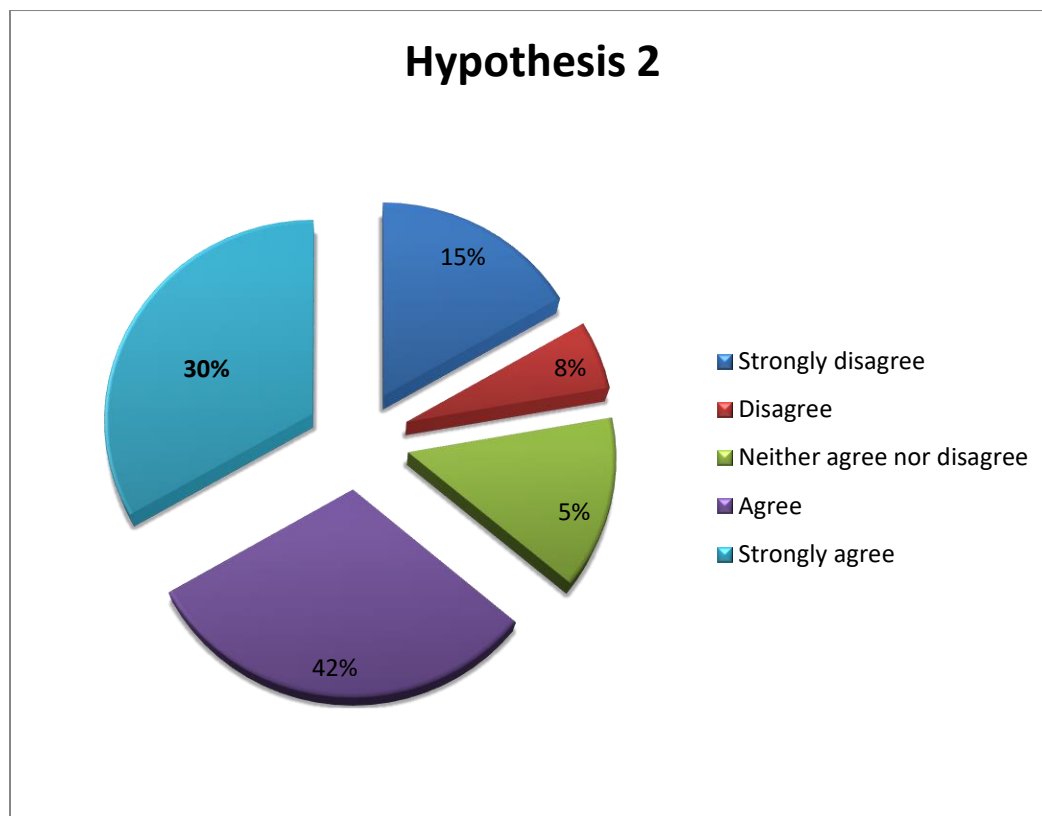
3.4 Findings and Analysis

Findings 1: If employees were evaluated by using the KPI method the effectiveness of the performance of employees will be simpler.



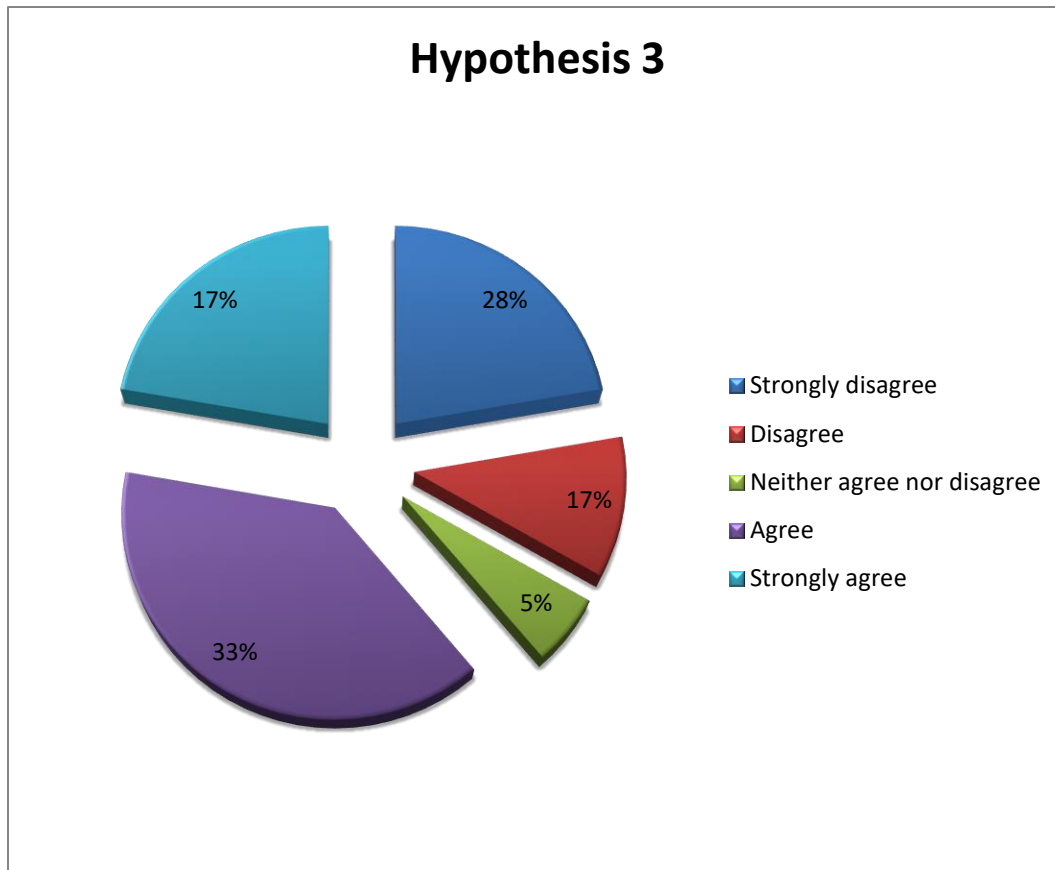
In hypothesis, one revealed that 36% of respondents strongly agree, 17% of respondents agree, 28% neutral, 11% of respondents disagree and 8% strongly disagree. So, it is clear that if employees were evaluated by using the KPI method the effectiveness of the performance of employees will be simpler.

Findings 2: KPI method will help an employee to achieve their Organizational goals.



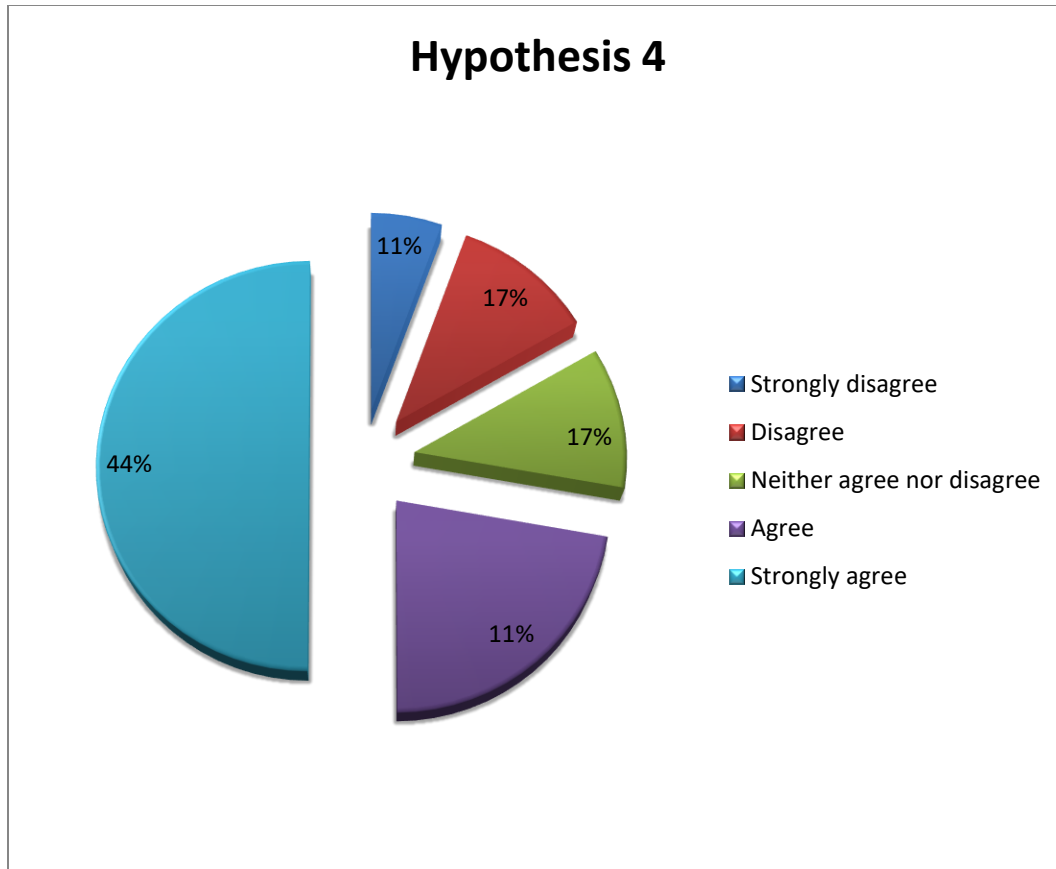
Hypothesis two revealed that 30% of respondents strongly agree, 42% of respondents agree, 5% Neutral, 8% of respondents disagree and 15% strongly disagree. So, it is clear that the KPI method will help an employee to achieve their personal goals.

Findings 3: KPI method will help to track down the progress of work.



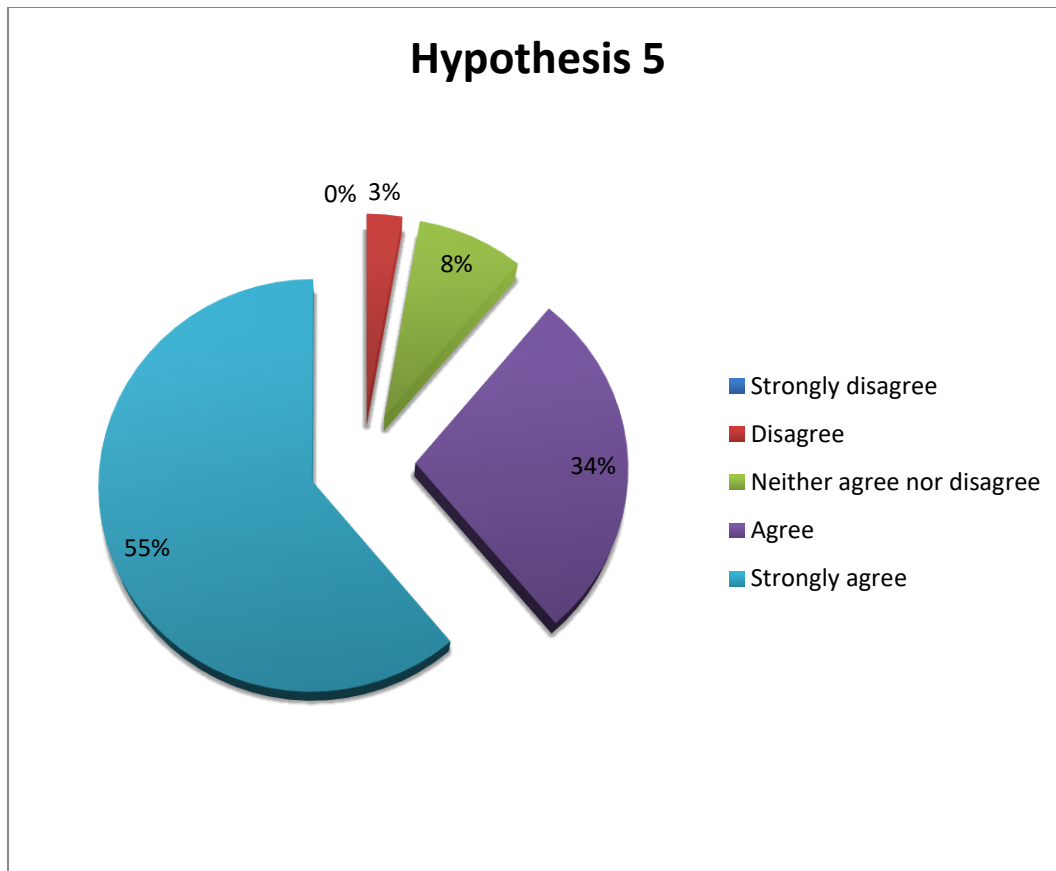
Hypothesis three revealed that 28% of respondents strongly agree, 33% of respondents agree, 5% neutral, 17% respondents disagree and 17% strongly disagree. So, it is clear that the KPI method will help to track down the progress of work.

Findings 4: KPI method will influence employees to contribute to achieving organizational goals.



Hypothesis four revealed that 44% of respondents strongly agree, 11% of respondents agree, 17% neutral, 17% respondents disagree and 11% strongly disagree. So, it is clear that the KPI method will facilitate employees to achieve their Organizational goals.

Findings 5: KPI method will help Dhaka Bank to develop an unbiased performance appraisal system.



Hypothesis five revealed that 55% of respondents strongly agree, 34% of respondents agree, 8% neutral, 3% respondents disagree and 0% strongly disagree. So, it is clear that the KPI method will help Dhaka Bank to develop an unbiased performance appraisal system.

3.5 Summary and Conclusions:

Dhaka Bank is one of the perceived banks among clients. They are in an excellent situation in the market to serve their clients. Dhaka Bank practices advanced HR strategies. Consistently they do execution assessments, so representatives and bosses both can think about execution. After the assessment, they find vital ways to improve it. Be that as it may, as of late they chose to change the current exhibition examination framework as they might suspect it may have a one-sided result. With this view, they need to utilize the KPI technique. My point in this exploration was to know if this strategy will work. By considering realities and figuring information I've satisfied my examination objectives. I've additionally suggested some plausible arrangements that may assist them with arriving at their objective without any problem. From this exploration, I can say that for appropriate assessment of worker execution they need to follow a legitimate organization of

Execution Evaluation framework. Adjacent to this each worker of the association ought to have appropriate information on evaluation measures. The supervisor ought to have given explicit rules for the worker commitment with the evaluation interaction. Above all evaluation, the cycle ought to be moral and fair.

3.6 Recommendations:

- Dhaka Bank should make sure that the Performance Appraisal Process that they implement is unbiased and just to their employees. The performance appraisers of Dhaka Bank should take adequate steps to disallow personal interest or unethical consideration during appraisal time. The performance appraisers of Dhaka Bank should find sufficient ways to forbid individual premium or deceptive thought even if they are being provoked by any other parties. The Managers of Dhaka Bank should continue to focus on achieving organizational goals. The managers can also focus on evaluating employee performance correctly so that they can provide needed feedback.
- In Dhaka Bank, they need to follow a proper performance appraisal process to evaluate employee performance as the present one is not appropriate enough. Without proper tools and methods of performance appraisal system, it is not possible to know employee strengths and weaknesses. So, the employers of Dhaka Bank Limited can use the KPI method to implement the performance appraisal process adequately.
- To implement a functional basis of the performance appraisal system the employers of Dhaka Bank should focus on the behavioral factors of the employees. It will help the employers to understand the personal needs of the employees. For that, the employers of Dhaka Bank need to choose some factors cautiously to analyze as well as scrutinize employee performance in a certain period.
- For using multilevel performance appraisal, managers should be careful that any wrong data is not included. They have to make sure that every person provides an honest answer and the process is clear to each employee.
- The software-based appraisal will make the performance appraisal system easier and it will be able to produce more accurate data to evaluate the performance appraisal of the employees of Dhaka

Bank. So, Dhaka Bank can make its software for the performance appraisal process. At the end of the year, it will help them to get the result and take decision easily.

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