

Report On
Performance Management System of Connell Bros. Co. Bangladesh (Pvt.) Ltd.

Submitted by

UMMAH SHAFI
ID: 20164008

An internship report submitted to the **Dr. Akbar Ali Khan** in partial fulfillment of the requirements for the degree of **Masters of Business Administration (MBA)**

BRAC Business School
Brac University
24th February 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing 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 which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____ **U.Shafi** _____

Student Full Name: UMMAH SHAFI

Student ID: 20164008

Supervisor Full Name: Dr. Akbar Ali Khan

Supervisor Signature:

Letter of Transmittal

Dr. Akbar Ali Khan

Senior Professor,

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission on internship report on “Performance Management System of Connell Bros. Co. Bangladesh Ltd.”

Dear Sir,

This is my pleasure to present this internship report on “Performance Management System of Connell Brothers Ltd.” which I was appointed by your direction.

Your valuable advice, suggestion and guidance have helped me to prepare the report with ease.

I have done the study in a complete form and I have tried my best to make this report as informative and comprehensive as possible. However, due to various constraints there may be some mistakes for which I consent your apology.

Thank you for your kind considerations. It has always been my pleasure to work under your guidance. I trust that the report will meet the desires.

Sincerely yours,

_____U.Shafi_____

Student Full Name: Ummah Shafi

Student ID: 20164008

BRAC Business School

BRAC University

Date: 24th February, 2022

Non-Disclosure Agreement

This page is for Non-Disclosure Agreement between **Connell Bros. Co. Bangladesh Limited** and **Ummah Shafi**.

This agreement is made and entered into by and between **Connell Bros. Co. Bangladesh Limited** and the undersigned student at BRAC University

.....**U.Shafi**.....

Acknowledgement

First of all, I would want to express my gratitude to Allah for allowing me to complete my report successfully and for providing me the patience and strength to work for Connell Bros. Co. Bangladesh Limited for the past three months and complete my report within the deadline. In addition, I would like to express my gratitude to my internship supervisor, Dr. Akbar Ali Khan, Lecturer, BRAC Business School, for his unwavering support and supervision, without which I would not have been able to finish my assignment. Mr. Shamsul Alam, my supervisor, and Afreen Ahmed, my co-supervisor at Connell Bros. Co. Bangladesh Limited, are to be thanked for their assistance and guidance throughout the internship program. During my internship program, they helped me and taught me various tactics, theories, procedures, and values. They shared a wealth of information with me, allowing me to have a better understanding of overall HR strategies. Furthermore, I am grateful to BRAC University for establishing the internship program, since it provides me with a wonderful opportunity to gain real-world work experience that is connected to my academic studies.

Executive Summary

Connell Brothers Co. Bangladesh Ltd. is the leading international marketer and distributor of agricultural products, animal feed and specialty chemicals and ingredients in Asia-Pacific. The main focus of this report is to know the compensation management system of Connell Bros. Co. Bangladesh Ltd. The Performance Management System is a route of setting purposes, building arrangements to attain the aims and ideal consequences.

In this report I will include background of the organization, history, vision, mission, values and objective of my report. Connell Bros. Co. Bangladesh Limited has a robust HR department which is working in accordance with the techniques of the association and working with the point of accomplishing the crucial vision of the organization. Performance assessment system takes place under the HR department. A survey is conducted at corporate office of Connell Bros. Co. Limited to assess the appraisal system.

Finally, this report composing to outline the Intern's investigation, discoveries and accomplishments in the procedure of the followings.

Table of Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
List of Figures	ix
List of Acronyms	x
Chapter 1: Overview of Internship	1
1.1 Student Information	2
1.2 Internship Information	2
1.2.1 Period, Company Name, Department/Division, Address	2
1.2.2 Supervisor Information of Internship Company: Name and Position	3
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	3
1.3 Internship Outcomes	4
1.3.1 Student’s contribution to the company	4
1.3.2 Benefits to the student	5
1.3.3 Difficulties faced during the internship period.....	5
1.3.4 Recommendations	6
Chapter 2: Organization Part	7
2.1 Introduction.....	8
2.1.1 Origin of the Report.....	8
2.1.2 Objective of the Report.....	8
2.1.3 Scope of the Report	9
2.1.4 Methodology.....	9
2.1.5 Limitations of the Report.....	10
2.2 Overview of the Company	11
2.2.1 Organizational Overview.....	11
2.2.2 History of the Connell Brothers Co. Ltd.....	11
2.2.3 Purpose	13
2.2.4 Core Values	13
2.2.5 Organizational Hierarchy.....	14
2.3 Management Practices of the Connell Bros. Co. Ltd.....	14
2.3.1 Leadership Style	14
2.3.2 Human Resource Planning Process of the Connell Bros. Co. Bangladesh Ltd.	16
2.3.3 Recruitment and Selection Process.....	18
2.4 Performance Appraisal System of Connell Bros. Co. Bangladesh Ltd.....	20
2.5 Compensation system of Connell Bros. Co. Bangladesh Ltd.	21

2.8 Conclusions.....	22
Chapter 3: Project Part.....	22
Performance Management System of Connell Bros. Co. Bangladesh Ltd.	22
3.1 Performance Management System.....	23
3.1.1 Literature Review	23
3.1.2 Importance of Performance Management System.....	24
3.2 Connell Bros. Co. Ltd. Performance Management System Analysis	25
3.3 Employee Performance Management Sample of Connell Ltd.	33
3.4 Uses of Performance Management System at Connell Bros. Co. Limited	34
3.5 Findings.....	38
3.7 Conclusion	39
3.8 Recommendation	39
References.....	40

List of Figures

Figure 1: Organizational Hierarchy	14
Figure 2: Participative process of Connell Bros. Co. Ltd.	16
Figure 3: Human Resource Planning Process of Connell Bros. Co. Ltd.	17
Figure 4: Types of Compensation	22
Figure 5: Goal setting approach of the Connell Bros. Co. Ltd.	36
Figure 6: Line of sight follows by Connell Bros. Co. Ltd.	37
Figure 7: Individual Development Planning	38
Figure 8: Career Development Plan	39
Figure 9: The components of Mid-year performance and Development plan conversation	40
Figure 10: Connell Bros. Ltd. Employee Performance Appraisal form	46

List of Acronyms

PM	Performance Management
PA	Performance Appraisal
APER	Annual Performance Evaluation Report
PMS	Performance Management System
PER	Performance Evaluation Report
PMU	Performance Management Unit
HRP	Human Resource Planning

Chapter 1: Internship Overview

1.1 Information about Student

I was assigned to Connell Brothers Company Bangladesh Ltd as part of the Master of Business Administration Internship Program at BRAC Business School, BRAC University. My program started from 1st October 2021 to 31st December 2021. In Connell Bros. Co. Ltd. I was assigned with Human Resource Department where my operational supervisor was Mr. Shamsul Alam and my co-supervisor was Afreen Mahmood. I am assigned for the project "Compensation Management System of Connell Bros. Co. Bangladesh Ltd.". My faculty supervisor, Dr. Akbar Ali Khan, a Senior Lecturer at BRAC Business School, BRAC University, suggested this project topic, and my organizational supervisor approved it. Student information are given in below:

Name: Ummah Shafi.

Student ID: 20164008

Program Name: Masters of Business Administration (MBA)

Major Subject: Human Resources Management (HRM)

1.2 Information in Internship

1.2.1 Period, Name of the Company, Department/Division, and Address

To meet my academic requirement from Brac Business School, I was appointed as an intern at Connell Brothers Company Bangladesh Limited for three months. My internship program lasted three months, from October 1, 2021, to December 31, 2021. They also offered me an internship at its Bangladeshi headquarters in Uttara. I work in the Human Resource Department as an intern.

Internship Period: 1st October 2021-31st December 2021

Company name: Connell Bros. Co. Bangladesh Ltd.

Department: Human Resource Department

Address: Suvastu Warda, House # 20, Level #, 12 Shahajalal Ave, Dhaka 1230.

1.2.2 Supervisor Information of Internship Company: Name and Position

In Connell Brothers Co. Bangladesh Ltd, I am doing a three-month internship program that began on October 1, 2021 and will end on December 31, 2021. Mr. Shamsul Alam, the finance manager of the Connell Brothers Co. Bangladesh Ltd., was my boss. My co-supervisor was Afreen Mahmood, who works as an HR and Admin Executive.

<p>Supervisor of the Company Name: Shamsul Alam Designation: Finance Manager</p>

<p>Co-Supervisor of the Company Name: Afreen Mahmood Designation: HR Executive</p>

1.2.3 Job Description of the position

At Connell Bros. Co. Bangladesh Ltd., I was effectively hired as an intern. I worked in the Performance Management Unit's Human Resource and Learning Division (PMU). My main task here was to support the PMU unit. In addition, I assist with all training projects and provide assistance to other areas.

I have performed the following activities in the Connell Bros. Co. Bangladesh Ltd.:

- Assisting the Human Resources Executive in the recruitment of Management and Interns. I also examined the candidates' CVs, short-listed the CVs from available

sources, set up interview dates and times, and phoned them in for interviews, among other things.

- As needed, I posted and removed employment adverts on social media and BDjobs.
- Assisting the Finance Manager in the payroll process.
- On the M.S. Excel spreadsheet, extract the ratings from the employee's performance appraisal and measure according to the stated criteria, counting the ratings on the PMS forms.
- Finally, in accordance with my boss, I created an excel KPI sheet for the personnel.

1.3 Internship Outcomes

Accountability, working aspects, having appropriate knowledge and experience on work successes, and job happiness are all factors that affect job performance. The daily tasks themselves were not difficult. Connell Bros. Co. Bangladesh Ltd. has created a pleasant working atmosphere, making things easier for others. I consider myself to be a part of Connell Bros. Co. Bangladesh Ltd.'s working environment with better satisfaction. Employees' friendly support helped me improve and enrich my performance, and I learned a lot from them. The internship at Connell Bros. Co. Bangladesh Ltd. lasted 14 weeks. During these 14 weeks, I have taught many things that I have acquired in theoretical classes in a practical setting. Actually, this practical experience aided me greatly in learning new things. All of these will be beneficial practice for me in the future.

1.3.1 Contribution of students to the company

I was able to support the company in a variety of ways. I handled numerous processes in the payroll department to ensure that pay is calculated correctly, tracked, and the correct amounts for tax, business benefits, and other deductions are withdrawn. My main contribution to the organization was that I oversaw the staff performance management process. I also evaluated

the interviewees' CVs, created a shortlist of CVs from available sources, set up an interview day and time, called them in for an interview, and so on.

1.3.2 Advantages for students

It has been a great honor to work for a company like "Connell Bros. Co. Ltd." It is a large industry when compared to other companies' operations or production. What I enjoyed best about the organization was that I had the opportunity to learn throughout my time there. There is a fantastic opportunity to have a broad understanding of many HR frameworks. I assisted most HR activities with my supervisor's full support and approval. The time I spent with the PMU team helped me to grasp a variety of performance management difficulties that managers and top-level management face on a regular basis, as well as solutions to address them through effective education. It has given me a better awareness of a range of difficulties that major organizations face, as well as how companies like Connell can help me with recruitment-related issues.

Here, I gained first-hand work experience and gained an understanding of real-life situations. For instance, dealing with interviews might help you locate the greatest talented candidate for the job. I also learned how to use the performance management system to attain organizational goals. As well as working under duress, which aided me in making the most efficient use of my time. In addition, I improved my knowledge of the payroll system. Furthermore, Connell Bros. Co. Bangladesh Ltd. assists me in developing my networking skills.

The entire experience was really understanding, and I gained a lot of knowledge during my internship period. In summary, I learned about the role of human resource management.

1.3.3 Obstacles encountered during the internship

As a novice, I faced certain difficulties. First and foremost, I had no prior professional experience, so it took me a long time to grasp things practically. Second, while working for a multinational corporation, the majority of tasks were performed by specialized software that was primarily

operated by the employee. Because the software isn't generic and requires specialized training to operate, an intern who hasn't received any training will have difficulty. Individual supervisors were also wary of divulging any kind of information, making it difficult for me to conduct an in-depth examination. I had been told to double-check everything with my bosses as well. Finally, during COVID19, the majority of employees are working from home or on a rotation basis. But I had to get to work on time every day.

1.3.4 Recommendations

After working fourteen weeks in Connell Bros. Co. Ltd. I have found something really very inspiring about the company. In contrast, from my observation of last three months I would like to mention them something that can give them another thought.

There are some recommendation in my point of view –

- Although the company offers an internship program, it lacks a well-organized structure. The corporation must make the best possible use of its interns while keeping costs to a minimum.
- A big challenge is time management. As a newcomer or fresher, we require sufficient time to learn new skills, techniques, and negotiation skills, as well as to manage clients and attend meetings. We won't be able to study adequately in a reasonable amount of time if our seniors do not devote enough time and effort to us. As a result, in my opinion, the period of the three months should be extended.
- They need to provide lunch and pool car facility for their interneers.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 The Report Sources

This report was written as part of the academic report for the MBA program at BRAC University. The internship's major purpose is to provide students with actual experience in the business world while also gradually acquainting them with corporate culture. The following are the objectives of the research:

- To gain a better understanding of the job responsibilities.
- To relate a real-life situation to the lessons gained in the MBA program.
- To gain experience in the actual world of business.
- To meet the MBA program's requirements.

2.1.2 Objective of the Report

Internship is a requirement for graduation, and Brac Business School has added an internship program to provide graduates with a real-world job experience. The primary goal of an internship is to get experience in a real-world setting while while completing a post-graduate degree. One of the other purposes of internship is to reflect academic knowledge in a real-world setting.

The objective of the report can be observed in two forms:

- Primary Objective
- Specific Objective

Primary objectives

- To describe the compensation management system of Connell Bros. Co. Bangladesh. Ltd. and the outcomes of the internship.

Specific objectives

- To connect the real-world situation to the knowledge gained at BRAC University.
- To apply theoretical concepts in the real world.
- To research and observe the effectiveness of the current Performance Appraisal technique used in the organization.
- To describe employee perceptions of Connell Bros. Co. Bangladesh Ltd.'s compensation management system.
- To advise some possible recommendation to overwhelmed the problems.
- To fulfill the condition of MBA Program.

2.1.3 The Report's Scope

The research examines Connell Bros. Co. Ltd.'s performance management system and the impact of various managerial interventions. The study's main focus is on the performance management system and how it is influenced by basic facts and figures gathered through primary and secondary data. The goal is to provide a thorough understanding of the Performance Management infrastructure, as well as how Connell Bros. Co. Ltd. is dealing with the system and how it is fulfilling and maintaining the interests of its employees and the company through its use of the system.

2.1.4 Methodology

Data sources: This study was created using both primary and secondary data.

The following are the details of the data source:

The Primary data is gathered by

- In-depth interview and discussion with Connell Bros. Co. Bangladesh Ltd.'s Assistant Manager of Human Resource Department.

- Observations made directly.

The Secondary data is gathered by

- Organizational reports, websites, thesis papers, newspapers, books.
- Internship reports published previously
- Employee handbook of Connell. Bros. Co. Bangladesh Ltd.

2.1.5 Limitations of the Report

Because much of the information in Connell Bros. Ltd. is kept very secretly, it was a difficult challenge for me to gather all of the essential information from the management. During the writing of this report, I observed the following limitations:

Period of Time

During the working day at Connell Bros. Co. Bangladesh Ltd., time is limited. I had to collect all of the data in three months, which is clearly insufficient for such a large study. This time to collect data was also effected by Covid-19. As a result, due to time constraints, I was unable to provide a more detailed report.

Lack of Information

Another difficulty is a lack of information, and people can be sensitive when providing data. Websites and vlogs lack sufficient information, and the company's annual report is frequently difficult to locate. The unwillingness of the respondent to provide confidential information. They had the impression that they were leaking information that they weren't supposed to.

Restrictive Policy

I was unable to gather sufficient data for the report due to the company's tight policy surrounding the dissemination of critical information.

Security Issue

The study was compelled by a lack of data, which was required for the examination. Because of security and other corporate commitments, the firm representative is unable to provide some information. The mysterious company is hesitant to provide details due to certain legitimate

commitments and business. As a result, rely as much as possible on publicly available information and a certain degree of formal, informal, and informal meetings.

Place

Data were collected only from Dhaka Office and this indicates the limitations of biasness of a particular place.

Lack of Experience

Because I was new, I had no professional experience; it takes me a long time to understand things realistically.

2.2 The Company's Overview

2.2.1 Overview of the Organization

Connell is a subsidiary of Wilbur-Ellis, a leading privately held and family-owned multinational distribution firm based in the United States. In Asia-Pacific, Connell Bros. Co. Ltd. is a significant marketer and distributor of chemicals and additives. With almost a century of experience in Asia and a strong focus on technical assistance, customer care, and quality control. It manages the whole supply chain in Asia-Pacific, including transportation, paperwork, warehousing, and sales & distribution, in 18 countries and 48 sites. They combine in-depth market knowledge with a creative approach to provide innovative solutions and limitless growth opportunities to their business partners. They also provide exceptional insight and service to the Life and Industrial Science markets, promoting a diverse selection of major worldwide manufacturers, their own developed products, and considerable technical, marketing, and supply chain knowledge. It also has the highest level of technical expertise and the largest network in Asia.

2.2.2 History of the Connell Brothers Co. Ltd.

From Year 1895-1994 Morris and John Connell, two brothers, founded Connell when they agreed to travel to Hong Kong to fix a customer's problem. This fearless journey will eventually

lead to expansion into Japan, the Philippines, and China. Finally, by importing renowned goods Carnation condensed milk, which is still used as a tea and coffee supplement in Southeast Asia today and is known as "Teh C and Kopi C," the brothers attract the attention of Wilbur-Ellis Company, an import and Commodity Transaction Company headquartered in San Francisco, California. Wilbur-Ellis chooses to preserve the Connell Brothers' name because of the company's renown in Asia.

From Year 1945-1979 Following World War II, Connell Brothers was one of the first enterprises to restart in AsiaPacific. Asian countries require everything from canned goods to light bulbs, as well as construction supplies and heavy gear, following World War II. Industrial chemicals, plastics and plastic raw materials, pharmaceuticals, flavors and perfumes, textiles and synthetic fibers, and other items are available from Connell Brothers.

From Year 1980-1999 The Asia-Pacific region's rapid development has piqued the world's interest. Major U.S. manufacturers, many of whom are among the Fortune 500, have chosen Connell Brothers as their regional marketing agent, recognizing the importance of Connell Brothers' long-standing client relationships. By the 1980s, Connell Brothers had changed their business model yet again to satisfy market demands, this time focusing entirely on specialty chemicals.

From Year 2000-2019 Connell Brothers expands throughout the 2000s to accommodate consumer demand in the Personal & Home Care, Food and Nutrition, and Pharmaceuticals industries. It can deal new items in new geographic areas thanks to acquisitions in Asia-Pacific.

From Year 2019- Present Connell announces the company's strategic rebranding under the new name "Connell." The rebranding focuses on promoting creativity, innovation, and service as the Company continues to build a strong and uniform platform across Asia-Pacific. Its new logo represents the company's inclusive and high-energy culture.

2.2.3 Purpose

They commonly base their mission on a slogan:

"We generate value in everything we do." We thrive on bringing new ideas, innovation, and experience to improve everyone's quality of life."

Connell purpose indicates that they-

- Their Agribusiness branded products, Connell ingredients, Nutrition ingredients, and other products help feed the world.
- Contribute to the well-being of local communities through jobs, community involvement, and Impact Funds.
- Assist employees in THRIVING by allowing them to define their own career path and achieve their personal goals.

2.2.4 Core Values

They've established all of their relationships on trust, respect, and a genuine concern for everyone's well-being since the beginning. Their core values are as follows:

Integrity: Maintain high moral standards in your firm and be truthful in all internal and external interactions.

Diversity: Encourage a varied range of viewpoints, appreciate all stakeholders' perspectives, and develop a culture of mutual respect.

Effort: Determine your own dedication to your task by putting forth effort and investing in it.

Accountability: Take responsibility for your job and responsibilities inside the organization.

Service: We deliver exceptional service to our business partners and keep our promises.

2.2.5 Organizational Hierarchy

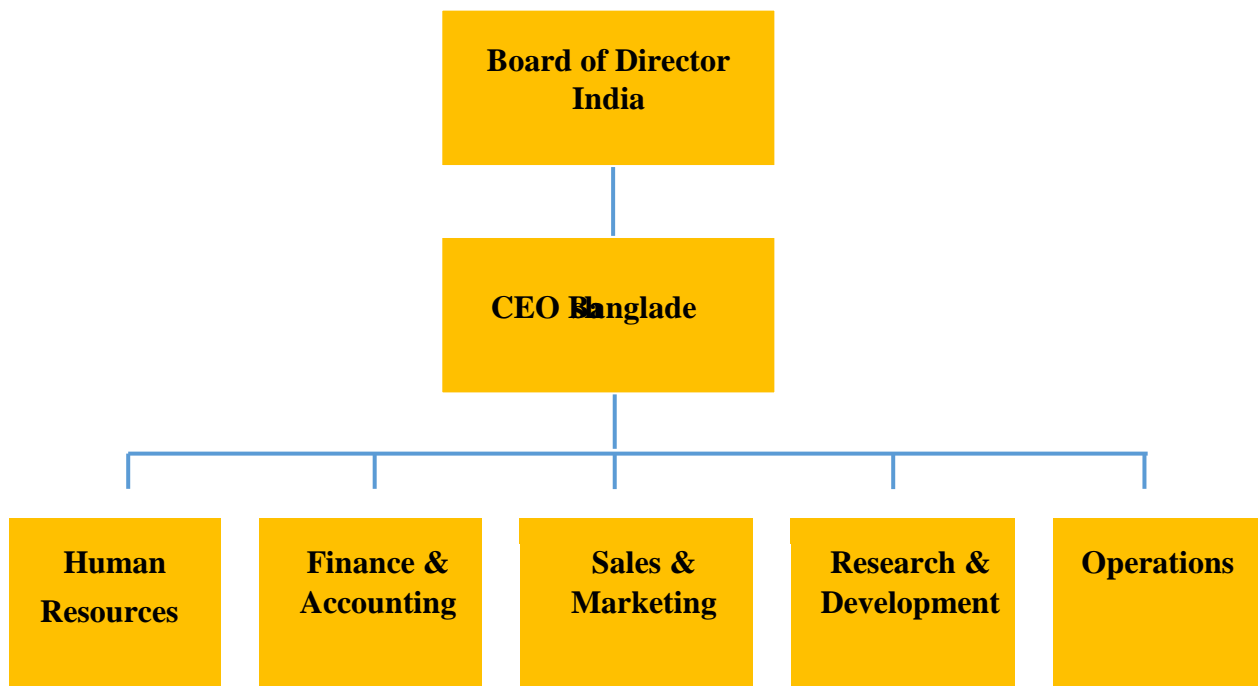


Figure 1: Organizational Hierarchy

2.3 Management Practices of the Connell Bros. Co. Ltd

2.3.1 Leadership Style

Leadership is the process of persuading and motivating others to work freely toward a common goal. It is a critical aspect that assists individuals or groups in identifying their goals and then encouraging and assisting them in accomplishing those goals. A reliable combination of ideas, talents, attributes, and attitudes that are shown in a person's behavior is referred to as a leadership style. Positive leaders place a strong emphasis on rewards. Furthermore, negative leaders place a strong emphasis on pressures, fear, severity, and sanctions.

The management of Connell Bros. Co. Ltd. employs a collaborative leadership approach. Decentralization of authority is readily demonstrated by participatory leaders. Because they incorporate feedback from followers and participation from them, participatory judgments are

not unilateral like those of an autocrat. Leaders and groups work together as a social unit. Employees are well-informed about the issues that affect their jobs, and they are encouraged to express their thoughts, generate new ideas, and take action.

Connell Bros. Co. Ltd. employs a participative leadership style in which they invite employees to contribute to decision-making and seriously considers their suggestions before making final judgments.

2.3.1.1 Participative process of Connell Bros. Co. Ltd.

Figure 2 depicts a simplified model of participatory approach that Connell Company employs. It states that in many cases, participatory programs result in mental and emotional participation, which has a favorable impact on both organizations and employees. As a result of their newfound empowerment, participating employees are frequently more satisfied with their work and their supervisor, and their self-efficiency grows.

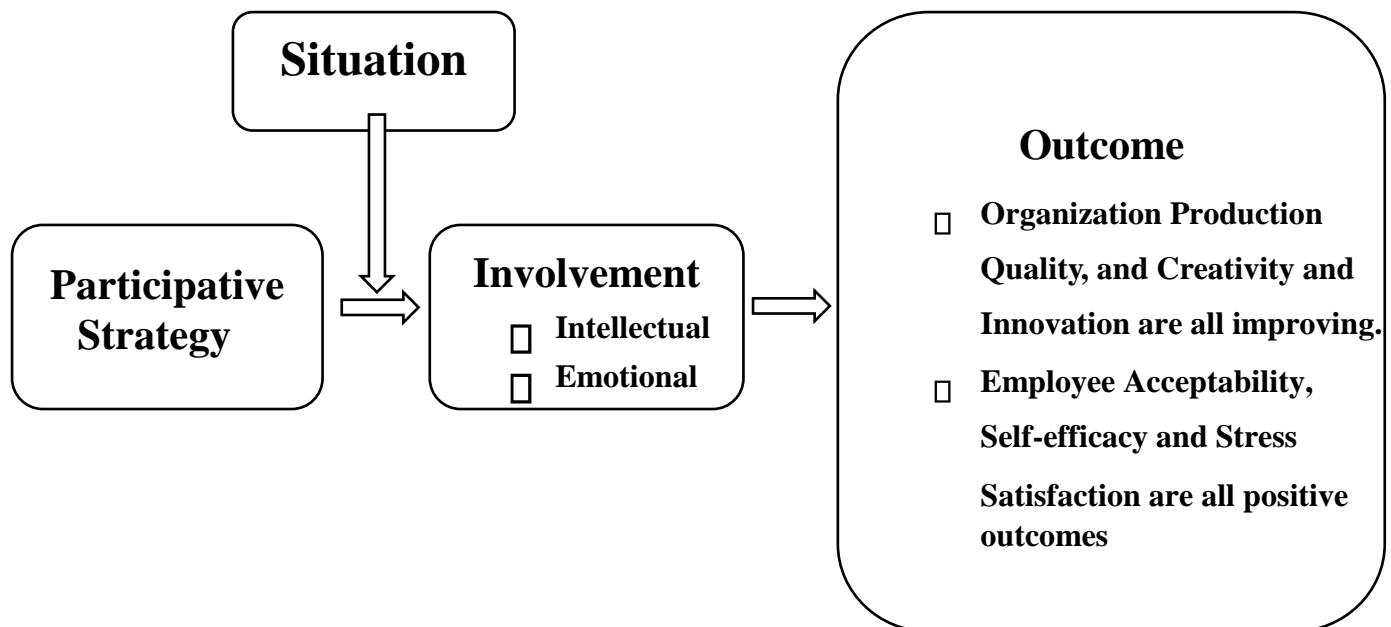


Figure 2: Participative process of Connell Bros. Co. Ltd.

2.3.2 Human Resource Planning Process of the Connell Bros. Co. Bangladesh Ltd.

Human resource planning is a continuous process that begins with planning objectives and ends with planning evaluation, feedback, and management. The Human Resource Planning helps an organization meet future human resource demand by supplying the right persons who are in the appropriate position at the right time and place. That is why Connell Bros. Co. Bangladesh Ltd. places a strong emphasis on their HRP. Because it is not profitable for their company if they do not hire the right people in the right places. As a result, Connell Bros. Co. Bangladesh Ltd. always measures and determines how many employees are required for their business. Connell always employs the HRP in order to attain his goals and methods. Because they regard their employees as assets with whom they wish to maintain a long-term relationship.

Connell follow this Human Resource Planning Process that are given in below-

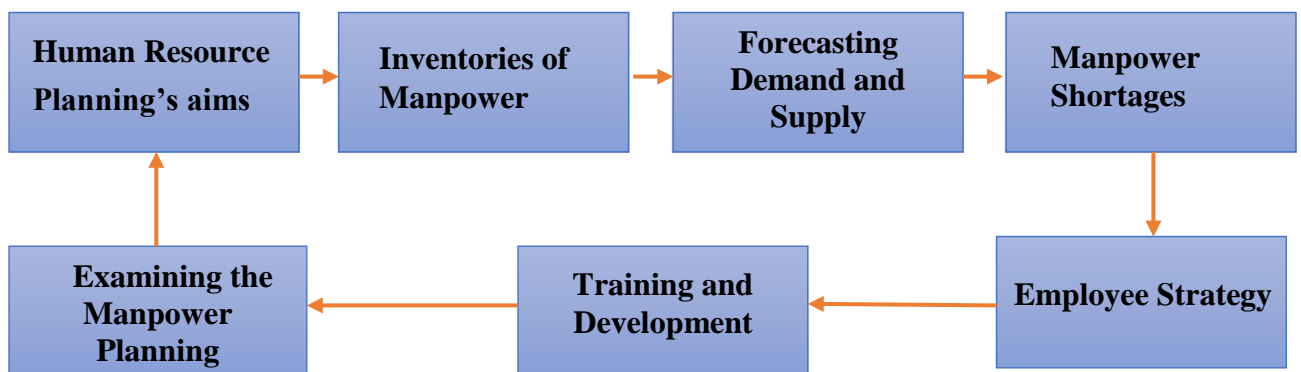


Figure 3: Human Resource Planning Process of Connell Bros. Co. Ltd.

1. **Determining Human Resource Planning Objectives:** The HR planning goal of Connell Bros. Co. Bangladesh Ltd. is to guarantee that the appropriate number of workers are available for the appropriate work at the appropriate time. Because Connell Ltd.'s goal is to provide the finest possible service and product to their customers. If they can't find the ideal individual for the position, they won't be able to deliver the greatest service. They believe that

hiring the right person for the right job will benefit their business. For this reason, every time Connell Ltd. hired a new employee, they carefully evaluated them.

2. Analyzing Current Manpower Supply: Connell Ltd. conducts an analysis of their present labor supply based on personnel information such as experience, skills, competency, and other variables that are required to do a certain task. They also anticipated future job openings. They plan for internal as well as external workforce.

Internalized- (within the current employees).

Outside-in- (hiring candidate from outside).

3. Human Resource Demand and Supply Forecasting: Connell Ltd. matches future employee demand with the organization's future supply or available resources. Personnel's essential skills for a certain job are matched with the job description and specification in this section.

4. Analyzing the Manpower Gaps: When forecasting demand and supply, Connell Ltd. is well aware of the personnel shortfalls. A labor shortage occurs when the demand for human resources exceeds the supply. When they discovered the shortage, they acquired additional employees using the Connell Ltd. website, LinkedIn page, job fairs, HR outsources, and other methods. When demand exceeds supply, there is a surplus of human resources. Connell Ltd. terminated its employee based on performance in such situation.

5. Employment Plan/Action Plan: After the staffing shortfalls have been assessed, an action plan must be developed. When Connell Ltd. notices an employee shortage, they begin recruiting and training. They attend the training because effective training improves the knowledge of their employees. When employees are more knowledgeable, their productivity rises, allowing the business to profit. When Connell Ltd. notices a surplus of employees, they decide to fire them.

6. Training and Development: Connell Ltd. organizes training for new employees as well as existing staff. They provide new employees with training to help them understand their jobs and the culture of the company. Connell Ltd.'s best feature is that they include their intern in their training sessions. They hold three training sessions exclusively for their interns. They hold short training programs for interns once a month. This training program is also being attended by me. Connell Ltd. also provides training for current employees because they wish to keep their skills up to date.

7. Manpower Planning Appraisal: Finally, the efficacy of the manpower planning process will be evaluated. This is the final step in the human resource planning procedure.

2.3.3 Recruitment and Selection Process

Recruitment and selection process of Connell Bros. CO. Bangladesh Ltd.

1. Forecasting & Planning
2. Staffing Request
3. A job Advertisement
4. CV Screening for Candidate Selection
5. Contracting the Candidates who have been Shortlisted
6. Arrange for the first interview with the candidates who have been shortlisted.
7. Arrange for a second interview with the candidates who were interviewed in the first round.
8. Maintaining the Recruitment Database
9. Candidates' Involvement

1. Forecasting & Planning:

The planning stage of the recruitment process is critical. An organization's recruitment procedures are divided into three stages: 1. The labor supply 2. The labor demand 3. Maintaining a balance between labor demand and supply. The first line managers inform the program leader when a recruitment plan is developed at Connell Ltd. After then, the program

director informs high management of the opening. Finally, top management meets with HR to confirm and guarantee finance.

2. Staffing Request:

Staff requisition is the initial step in the recruitment process. It is a requisition in which management replaces an employee in a vacant position left by the previous employee. As Connell Bros. Co. Ltd. deals with international staffs the most, the date, job position name, and country name stay in the staff requisition.

3. A job advertisement:

A job advertisement for the desired position is posted following the procedure for staff requisitions. After organizing the job description, the concerned person creates the advertisement by matching the primary duties and responsibilities, educational requirements, experience, age, and salary range for applying. Connells Ltd.'s websites, such as "careers.brac.net" and "bdjobs.com," usually display the advertisement, and they've recently begun placing their adverts on LinkedIn. There are two more websites for internal and external applicants. "recruitment.internal.bi" and "recruitment.external.bi" are the two.

4. CV Screening for Candidate Selection

After that, the CVs are screened. The majority of CVs are chosen based on three scenarios. And all of this is saved in a single folder with sub-folders.

- Excellent curriculum vitae
- Can be taken into consideration
- Unselected curriculum vitae

Excellent curriculum vitae: Good CVs are ones in which the job requirements and the CV are well aligned.

Can be taken into consideration: CVs that can be considered are somewhat or partially matched with the job description. If not, but have a strong qualification and background, you may be considered for a different role.

Unselected curriculum vitae: CVs that are unrelated to the job description and do not match it in any way.

5. Contracting the Candidates who have been Shortlisted

Following that, applicants nominated candidates, who were then invited to an interview.

Generally, candidates are contacted by e-mail or phone calls.

6. Arrange for the first interview with the candidates who have been shortlisted

As I said in my responsibilities, longlists, top management lists, at a glance sheets, and reception lists are all prepared at the first interview. The quantity of longlist files will be determined by the presence of senior management. The candidates are scheduled for a verbal interview after the written test.

7. Arrange for a second interview with the candidates who were interviewed in the first round

If the candidates are chosen, a second interview is scheduled based on the job specifications.

The same method is followed, except the written exam is not taken.

8. Maintaining the Recruitment Database

It's standard procedure to update the recruitment and interview database after each interview.

Every interview is videotaped, and the date, job title, manager's name, and notes are saved for the HR system's smooth operation.

9. Candidates' Involvement

The joining date is set after the final selection of a candidate. The management gives the employee a pin and certain important documents to fill out on his or her first day on the job, and then the management receives the employee's crucial documents.

2.4 Performance Appraisal System of Connell Bros. Co. Bangladesh Ltd.

Performance assessments often include a dialogue between management and employees and provide positive feedback and suggestions for development. Connell Bros. Co. Ltd. is a results oriented company. The individual rationale for the performance appraisal method at Connell

Bros. Ltd. is to maximize efficiency of the Company's objectives while providing advice to each member's career aspirations. The performance appraisal system is well-organized and allows all full-time employees to be evaluated. This lengthy process begins with the distribution of appraisal forms that have been approved by management.

2.5 Compensation system of Connell Bros. Co. Bangladesh Ltd.

"Compensation" is a Latin term that implies "reward" or "remuneration" for labor or service. Compensation can be both monetary and nonmonetary. Employees trade their physical and mental hardships for remuneration, but remuneration entails more than just pay.

According to E.B. Flipo, compensation refers to an organization's personnel being fairly compensated for their contributions to the fulfillment of the company's goals.

2.3.6.1 Types of compensation

Connell Bros. Co. Bangladesh Ltd. also follows these type's compensation which is given in below:

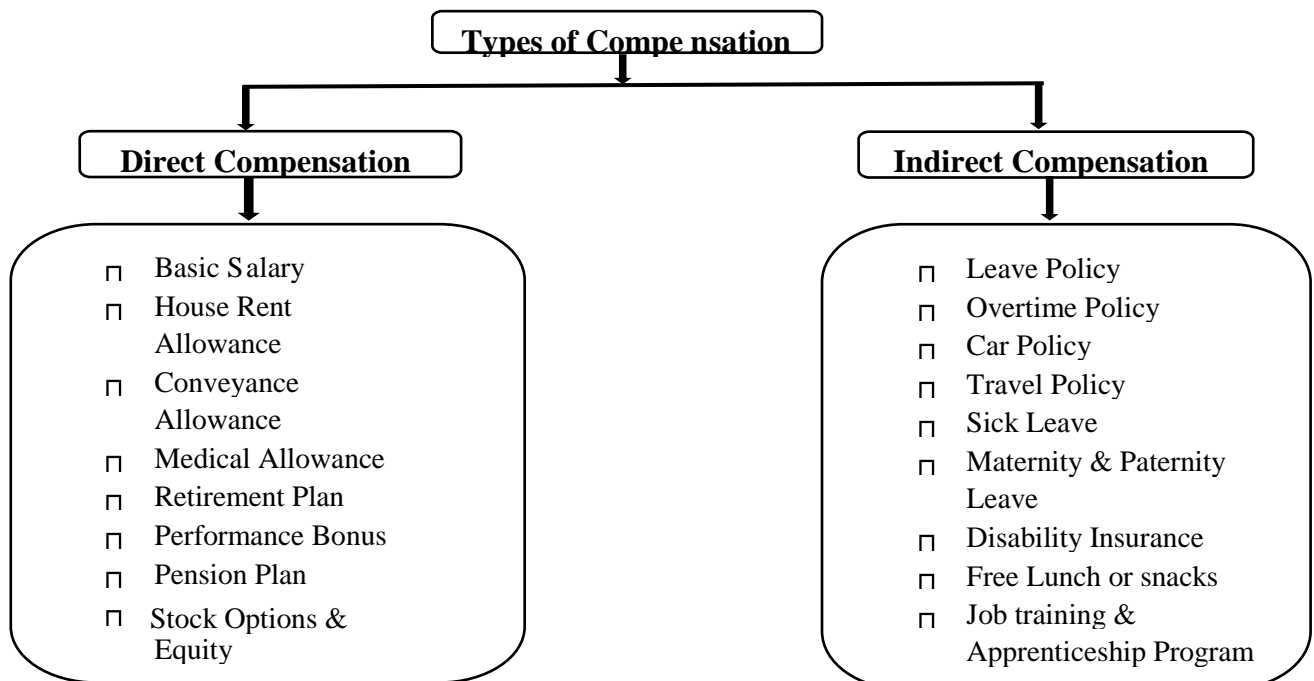


Figure 4: Types of Compensation

2.8 Conclusions

In the preceding, I described Connell Bros. Co. Bangladesh Ltd.'s management procedures, marketing practices, financial performance, and accounting practices, and I believe that everything they do is of high quality. I'd like to point out that working for the world's leading marketer and distributor Company provided me with a fantastic opportunity to study outside of the box.

Chapter 3: Project Part

Performance Management System of Connell Bros. Co. Bangladesh Ltd.

3.1 Performance Management System

Performance management is frequently derided as a "HR department requirement." The Department of Human Resources engages its employees, both as individuals and as members of groups, in boosting organizational effectiveness and attaining the business's objective and goals through performance management. It assists HR managers in establishing clear performance outlooks so that employees can understand what is expected of them. It also allows managers to provide support to their staff by allowing them to take personal responsibility for meeting their goals and evaluating their own performance (**engagedly, 2020**). Furthermore, the performance management system is a key factor in determining whether or not an organization's human resources and talent can be properly managed. It also provides details on the types of people that should be hired. When done correctly, performance management may be quite effective.

3.1.1 Review of Literature

The Performance Management System (PMS) is defined as a method of assuring organizational success via the development of people in ways that promote both group and individual performance (**Armstrong and Baron, 1998**). Performance Management System (PMS) is the core of any "people management" procedure in a business, according to (**T.V.S**) **Rao**. Another key definition of performance management is "the development of capable and responsible people working toward the attainment of shared meaningful objectives within an organization that supports and inspires their success." (**Lockett**). It is also known as a system in which all employees are aware of not only the required level of performance commitment from them in their specific function, but also the attainment of individual objectives that would lead to success. Furthermore, a Performance Management System is a measurable and integrated technique that helps firms achieve long-term success by enhancing the performance of their employees as well as generating personal contributions and concerns (**McAdam, Hazlett,**

Casey, 2005). This system is also periodically integrated with the goal of ensuring that workers carry out their given responsibilities in an effective and acceptable manner while also being recognized for their contribution to the broader corporate goals. However, in a dynamic and competitive environment, a performance management system is essential for maintaining multiple perspectives in measuring performance, as it must align with an organization's goals and objectives with constant implementation and growth, especially for public organizations in developing countries.

3.1.2 Importance of Performance Management System

Some of the reasons why an ongoing performance management system is so crucial to every firm are listed below:

Promotion- Performance Management System motivates managers to create development plans for talented employees. In this regard, ineffective personnel may be fired or demoted in such circumstances.

Compensation- Performance Management System aids in determining employee remuneration packages. Performance appraisal allows for performance evaluation. The decision to offer a price to an exhibition is based on the performance appraisal. Performance evaluation determines remuneration packages, which include bonuses, major pay rates, supplementary benefits, allowances, and pre-requirements. As opposed to status, the measures should be based on merit.

Employee Development- The supervisors' preparation methods and initiatives are outlined by the methodical approach of performance review. Its purpose is to investigate employee strengths and weaknesses in order to target new openings for productive personnel. It also aids in the encirclement of future development plans.

Selection Validation- Performance Evaluation encourages supervisors to recognize the strategy's legitimacy and importance. The supervisors arrive to determine the legitimacy of the

selection technique, as well as its strengths and faults. In this way, future adjustments in selecting tactics can be completed.

Communication- Successful communication between employees and employers is critical for an organization's success. Communication can be observed in the following ways through performance evaluation:

- Businesses may understand and acknowledge subordinates' abilities through performance review.
- It also aids in maintaining a pleasant and appropriate work management link, as well as shaping the spirit of work and boosting employee confidence.

All of the characteristics listed above ensure efficient communication.

Motivation- The performance review serves as a motivator. If the objectives are met, the effectiveness of an individual can be measured by reviewing their performance. This sound persuades a person to pursue a better career and inspires him to continue his exhibition in the future.

Increases Employee Retention- A performance management system encourages employers to reward and acknowledge their workers. Employees leave their jobs for a variety of reasons, including job discontent. They want to be recognized for their efforts. Aside from the convenience of use, the ability to communicate comments, and the ability to acquire additional training as needed, awards and recognition can help retain employees. (Danni White, 2021).

3.2 Connell Bros. Co. Ltd. Performance Management System Analysis

Connell is committed to developing and sustaining a high-performing management system. Connell's Performance Management System is built on SMART objectives, which include a clear focus on an employee's continual learning and improvement, employee-supervisor Midyear Conversations, and a Year End Review to examine the employee's overall performance for the year. The Performance Management Procedure is a year-round, ongoing procedure that consists of four basic elements:

- 1) Establishing Goals
- 2) Planning for Development
- 3) Mid-Year Meeting
- 4) The End of the Year

Establishing Goals

The goal-setting process ensures that every Connell employee is working hard to achieve the company's major goals and is aware of how his or her role contributes to the company's overall performance. Setting goals for the year in a strategic manner ensures that all employees' efforts are linked with the company's strategy, offers a structure/process for accomplishing defined work outputs, and enables for performance measurement against goals throughout the year and review process. It also helps with year-end planning and review, as well as setting the tone for rewards and recognition and identifying strengths and development needs.

Goal setting process: Connell Bros. Co. Ltd. has a goal-setting procedure that is separated into three time periods. A chronology of the goal-setting process is shown below:

Period	Activity
January-March	Created and submitted objectives
April-September	Goals are available for revision
October-December	Goals have been set

The goal setting approach follows the following circle:

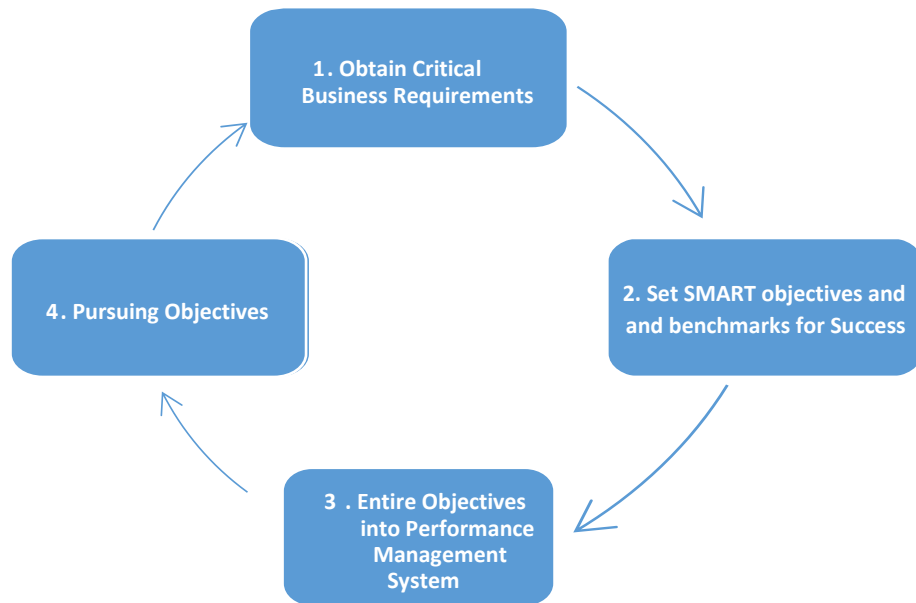


Figure 5: Connell Bros. Co. Ltd.'s goal-setting strategy

1. **Assess Critical Business Needs:** Connell Bros. Co. Ltd.'s goal is based on its primary business objectives. To create targets and allocate organizational goals, Connell Bros. Co. Ltd. uses the "line of sight" method. From the summit of the pyramid, the line of sight has been broken. When the department is finished, the management divides the regions among the individuals and teams. The following is the order of the line of sight:

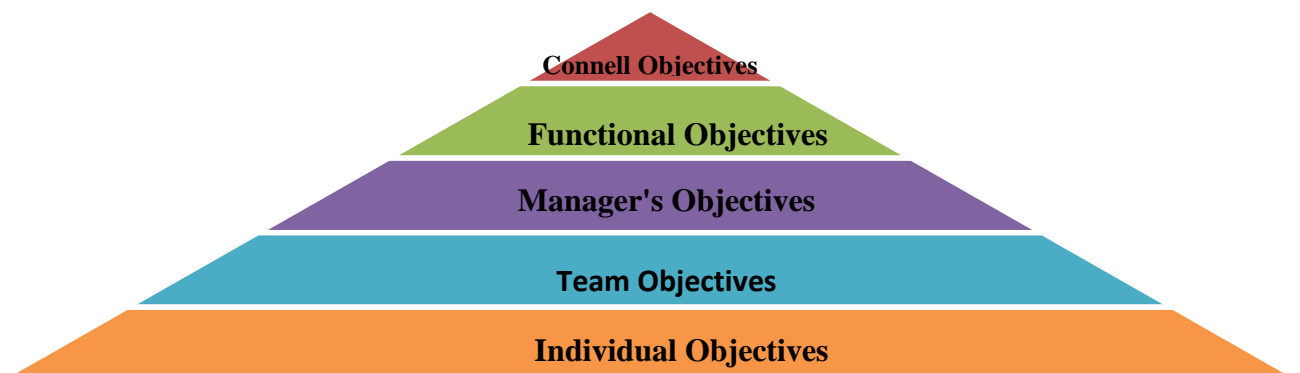


Figure 6: line of sight follows by Connell Bros. Co. Ltd.

2. Set SMART objectives and benchmarks for success: The creation of SMART objectives and performance measurements is the second step in the goal-setting process, which includes:

- **Measurable:** They have a well-developed system for tracking growth and competition.
- **Achievable:** Depending on available resources, talents, and the environment, they develop goals that are both realistic and reasonable.
- **Relevant:** Goals are aligned with corporate objectives.
- **Time-bound:** They set a reasonable timeline for the project's completion.

3. Entire objectives into performance management system: Employees have the ability to change or modify goals based on quality, quantity, and timeliness.

4. Pursuing objectives: Pursue goals is the final goal-setting strategy. It entails breaking down goals into smaller chunks and achieving the goal at each step.

Planning for Development

For a company to succeed, it must invest in continuous development. As a result, Connell's development plan is designed to identify and then implement action plans to improve employees' short- and long-term job performance as well as their career aspirations. Following that, they revisit their Development plan on a regular basis. The following is Connell's individual development planning process:

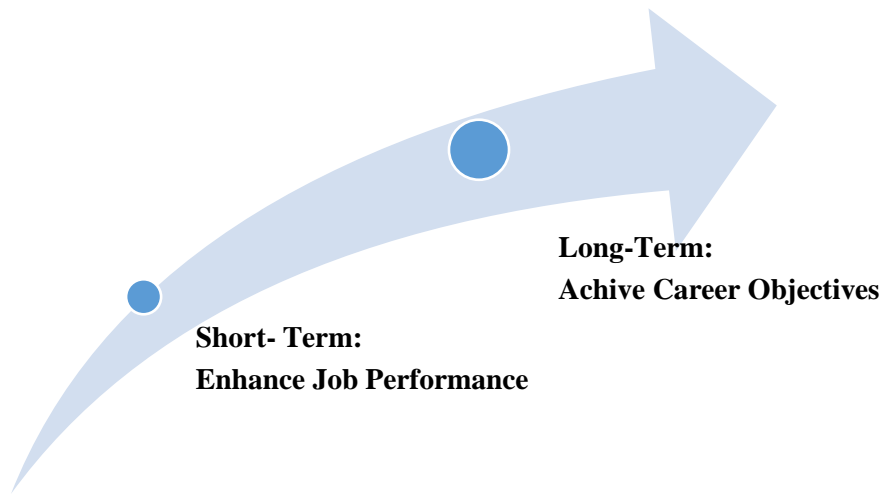


Figure 7: Individual Development Planning

Employees can use the Connell Bros. Co. Ltd. website to create their own personal development plans.

Career Development plan: Employees at Connell are expected to take the initiative in the process by actively seeking out learning opportunities to refine the skills required to meet their goals. Managers should stimulate staff development by providing specific feedback and assigning challenging developmental tasks. Connell will give the necessary tools, resources, and training opportunities to help employees advance. Employee, Manager, and Connell all have career development plans (the organization).

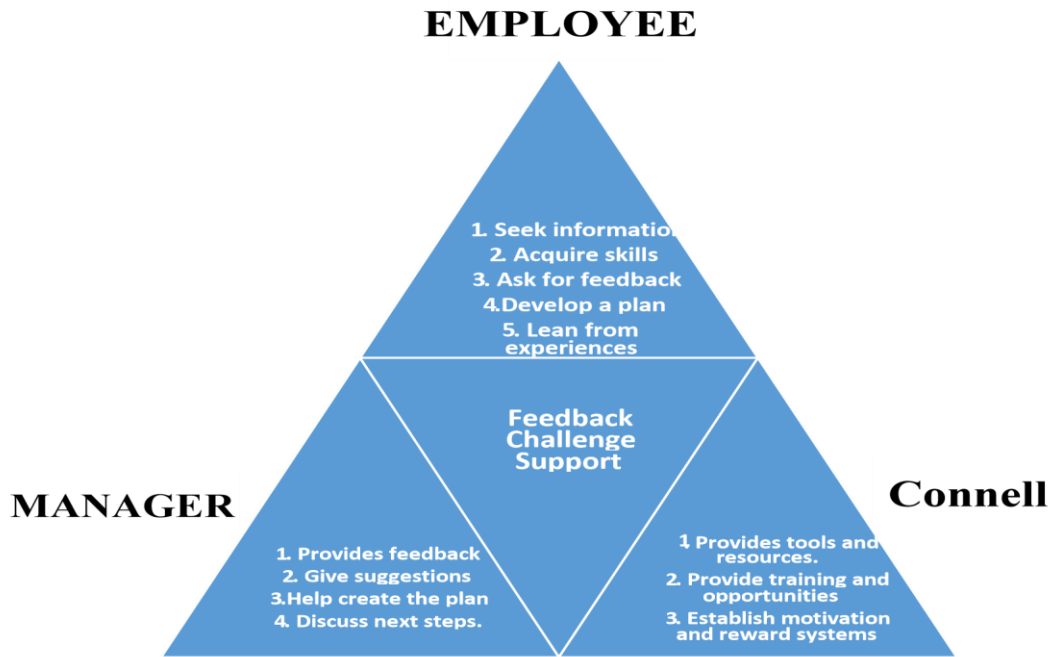


Figure 8: Career Development Plan

Mid-Year Meeting

The mid-year meeting is an official discussion between a management and an employee to discuss the employee's performance thus far and to plan for the future. These discussions enable employees to accept meaningful and detailed feedback on their performance to date in relation to goals and behaviors, to adjust goals if business significance has changed, and to better understand their complete strengths and development needs, as well as to identify germane development activities. The mid-year discussion is broken down into five steps. They are the same as for the year-end discussion, but with a focus on development aid in the middle of the year.

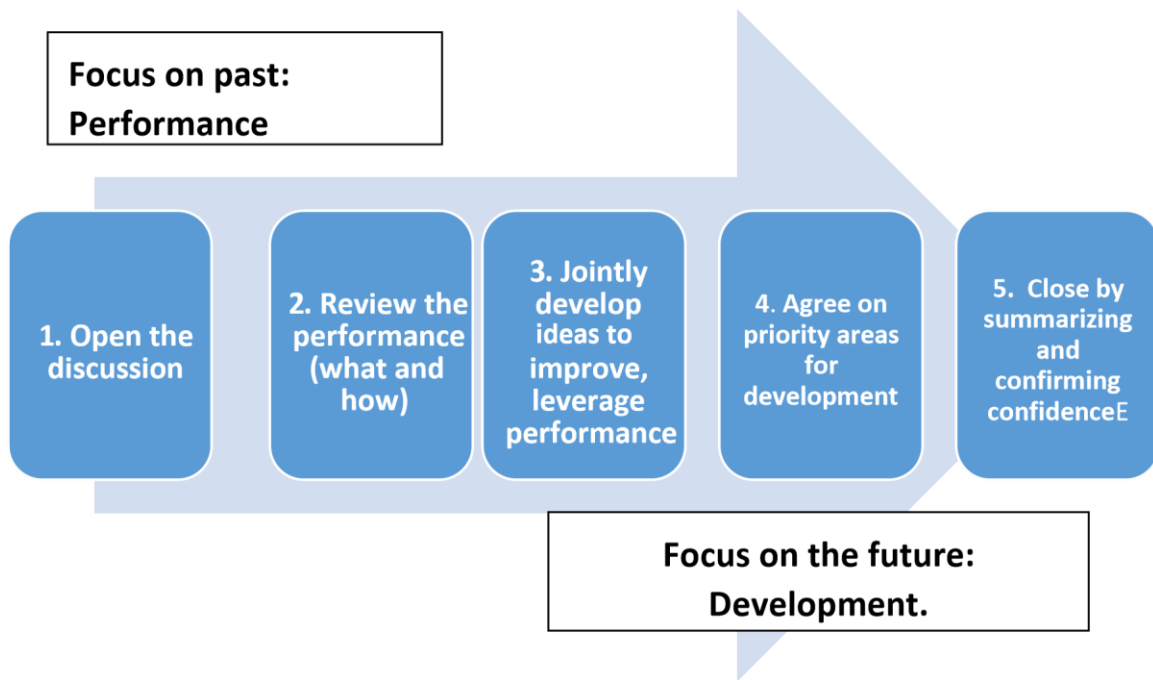


Figure 9: The components of the debate about mid-year performance and the development plan.

The year-end review process

Through the performance review process, employees can learn about their strengths, developmental needs, and relative performance. An effective review system includes thorough and honest appraisal, employee contributions recognition, and development support. The performance appraisals confirm recognition for accomplishment, assist development and learning, and lay the groundwork for pay and promotion discussions. They maintain a focus on outcomes, ensuring that work is consistently high or improves over time; they maintain a focus on outcomes, ensuring that work is consistently high or improves over time; they confirm recognition for accomplishment, assist development and learning, and lay the groundwork for pay and promotion discussions.

Performance Management System: After completion of the formal and informal assembly with the employee. In the Connell catalog, the employee enters his or her outcome, i.e. self-evaluation. The line manager then makes comments based on the performance. One of five observations is entered into the database by the line administrator. To proportion employees, HR uses a 360-degree surveillance method. The following are the assessment categories and morals:

Type	Values
Extra-ordinary	1
Extremely efficient	2
Consistently powerful	3
Partially successful	4
Ineffective	5
Inapplicable	N/A

Table 3: System of numerical evaluation

After the official and informal assembly with the employee is completed. In the Connell catalog, the employee enters his or her outcome, i.e. self-evaluation. Following that, the line manager gives observations based on the performance. One of five observations is entered into the database by the line administrator. To proportion employees, HR uses a 360-degree surveillance method. The following are the assessment categories and morals:

3.3 Employee Performance Management Sample of Connell Ltd.

Details		Position Name & Department:Senior Executive,Finance & Accounts		
Employee No: Md.Motiur Rahman		Performance Period (01/01/2021 - 31/12/2021):		
Date joined	14-Aug	In this position since (08/2019):		
Line Manager: Shamsul Alam				
SL	Parameters	Measurement	Weight	Rating by Manager
1	AR	Monthly Close to be completed accurately within 1st working day of the next month.	20	5
		Ensuring that all receipts of local sales from the customers and commission from the suppliers are recorded accurately and 1st working day from the date of received in Bank statement		5
		Minimum quarterly AR reconcile with customer and supplier and get the acknowledgement from them. Debit note for commission to be sent to supplier within 30 days from the end of quarter or half year as the case may be and do the regular follow-up through mail, telecon, etc.to get the commission within 60 days from the date mentioned in Debit note. AR balance must to communicate to customer minimum twice in every month.		2
2	Credit Collection	Discussion with sales team for AR balances in every week and setting up the AR collection target and circulated to Sales team on 1st day of every month including previous month variance.	15	3
		Chaque collection to be happened 1st working day after getting the cheque ready information from customer/sales person and to be deposited into the bank 2nd working days for non-conditional Chaque.		3
		Encashment certificate to be collected by 2nd week of following months.		1
3	Petty cash Management	Ensuring Petty cash disbursement day to day basis for the purpose of business and duly approved by proper management .All vouchers duly signed by the required management and maintain effectively and efficiently.	10	4
		Prepare the Petty Cash payment in JDE format in weekly basis and after reviewing send to Finance Manager for JDE entry. Monthly Cash payment report share to GM on or before 3rd working days of next month.		2
4	TDS Collection	Regularly collect the TDS as it impacts the AR also.In this regard,communicate the customers regularly for TDS collections and write off them after collection.Besides Regularly update the salesperson regarding the pending TDS & work as a joint effort in collecting the TDS.TDS report to maintain in excel sheet and send to GM and Finance Manager before monthly meeting. More than 3 months old TDS must be collected from the date of TDS deduction.	15	3
		Monthly TDS Receipt report with Chalan to FM 2nd week of every month.		2
		Bank TDS chalan to be collected by 3rd week of following months.		3
		TDS forwarding letter to customer if necessary		0
5		Customer cheque copy and other payment related documents maintain in file with date wise and maintain a excel sheet of cheque details like, customer name, cheque no, and date, cheque received date, deposited date and JDE entry date.Debit invoices are recorded sequentially.Besides the remittances documents,Encashment certificates & other significant documents are	10	3
		TDS challan copy must be scanned and maintain a soft copy in PC and Hard copy in file and maintain an excel sheet. TDS from commission must be collected from bank and maintain properly as like as TDS Challan.		3
		Monthly Cross Checking with Commission AR with CSR for the accuracy of figure and proper accounting.		0
6	Others	Office dress code, Desk Cleanness, attitude	5	2
		Maintain a good relationship with inside and outside people of office	5	3
7	Connell Academy Training	Completion Assigned Training	10	6
8	Performance Evaluation	Behavioural Attitude	10	5
			100	55

Figure 10: Connell Bros. Ltd. Employee Performance Appraisal form

3.4 Uses of Performance Management System at Connell Bros. Co. Limited

The fortitudes for which the routine of workforces is evaluated are as follows:

Development

Connell Bros. Co.'s Routine Management Organization Imperfect can figure out which servants require additional concocting and appraise the importance of homework curriculum. It aids the subsidiary-administrator counseling relationship and encourages managers to keep an eye on their subordinates' behavior in order to support workers.

Basis of Reward Allocation

It is used as the basis for a remuneration project. It causes society to decide who receives a wage raise, who gets a valid reason for preferment, and who takes different paths.

Motivation

People at Connell Bros. Co. Limited are motivated by the proximity of a well-planned duty agenda. It looks after activities, raises awareness of others' abilities, and motivates people to settle.

Legal Compliance

Performance evaluation serves as a legitimately sound foundation for advancements, transfers, statements, and awards.

Training and Development

Connell Bros. Co. Limited's Performance Running System can indicate which operations require additional preparation and analyze the outcomes of the grounding agendas. It also specifies which kind of training are required and which are the most beneficial to the employee.

HR Planning

It serves as a substantial contributor to aptitude inventories and HR forecasting. When all of the real-world chiefs appear in front of the complete organization of evaluation, they direct it to HR Department for their best and most ensuing strategy.

Compensation

It spans data that can be used to figure out what to pay and what will cease in a balanced financial package. The Administrator assigns Individual Recital Multiplier (IPM) based on the display, and IPM, in a roundabout approach, determines how much of a wage increase one will receive.

Communication

Taxation is a justification for a thorough conversation about employment-related concerns among the greater and lesser classes. The parties become better acquainted with one another through colleagues. This belvedere is receiving attention from Connell Bros. Co. Ltd.

Annual Increment

- The operative who has over one year of administration based on yearly performance review will receive the usual yearly growth once a year.
- From the time of joining, a twelve-monthly increment will be due without fail (subject to satisfactory execution) and will be awarded following an examination of the personnel's performance.
- Increments are typically 1 stage in unique suitcases, but more than one-advance surge may be agreed upon based on performance focus to Sheet of Directors approval.
- An employee who has received a warning letter as a result of disciplinary action may not receive yearly increases based on the severity of the violation; rather, an increase will be determined based on the financial situation of the organization.

Promotion

Head Office HR completes raises for all employees under contract with Connell Bros. Co. Limited. Based on the Recital Assessment Story (PER) and the recommendation of the precise Head of Dept. /Offices, the HR of Head Office will put up the depressed of employee for preferment to the following established evaluation. As a result, Heads of Department/Offices must submit the PER for the period ending on December 31st to Head Office HR by January

15th of the following year.

- Promotion is the promotion of an employee to the next higher stage in a similar evaluation/class of early with one arrangement and then onto the next class.
- If an indicator's commitments are elevated, he may be awarded a promotion.
- Depending on the character of the act and the theme to user-friendliness of the condition at the sophisticated evaluation/classification, a servant may be deemed qualified for advancement to the next developed position.
- Promotion will not, of course, outperform each estimate in turn. In any event, more than one estimation development may be laborious in rare instances when acknowledged by the government.
- Sincerity honesty devotion and uprightness of the work part should be painstaking for advancement.
- Every member is helplessly assessed and weighed, and different senates in the institute in a similar calculation. The commission examines the full rule to ensure that all workers meet the job requirements, which include learning capacity, skillful capability, experience, legality, and position.

Special Promotion

If the Appraisal Committee so determines, a difficult servant may be offered special advancement for his or her outstanding performance, commitment to tasks, movement, and determination in the obligations, regardless of position or rank.

Probation and Confirmation

Other than procedures made on pledged premise, all entry level officials and personnel will be under post-trial direction for at least 6 (six) months, with a one-year evaluation term for Trainee Officers. Their exhibition will be evaluated by their senior reporting official after the probation period has ended, and the report will be shared with HRD.

They will be confirmed by the CEO whenever they are appropriate. If their trial period is considered to be insufficient, their trial period may be extended or their administrations may be terminated by the equipped position.

Reward and Compensation System

An organization's incentive planning includes everything an employee might value and desire, as well as what the company has accomplished or is prepared to deliver in exchange for employee commitments. A compensation and non-compensation structure is included in the reward system. Compensation refers to all sorts of monetary rewards as well as significant administrations and benefits that representatives receive as part of a company engagement.

Pay Structure

The entire compensation for multiple vocations (work structure) is referred to as pay building. The following is a look at the compensation structure for employees of SPL's stock chain division: Basic Salary + Housing Expenses + Transportation Expenses + Medical Expenses.

Training Program

Connell Bros. Co. Limited has been transporting its latent freed and acquiesced employee to more than a few institutes at home and abroad as per the available opportunities to hug work associated cuisine under the Training database. Connell Bros. Co. Limited's HRD will establish a trimestral, half-yearly, and annual preparation schedule in coordination with the Head of Department/Section/Unit, APER (Annual Performance Evaluation Report), and TNA (Training Need Calculation) Report.

3.5 Findings

- The performance management system at Connell Bros. Co. Ltd. is active since it is related to exercise. Also associated with remuneration and compensation. Connell provides staff with opportunities for specialized training.
- The multi-rater reaction (360-degree feedback) allows the operative to be aware of his or her performance, specifically whether or not he or she is meeting Connell's aim or job statement. Furthermore, this concept qualifies Connell to be aware of the skills that various employees possess, allowing Connell to devise a strategy to satisfy the team's specific goals while also increasing overall trade productivity. One disadvantage of 360-degree reactions is that employees may be hesitant to give candid feedback to superintendents.
- In comparison to other companies, Connell's career growth opportunities are rather minimal. The wage increase, like the promotion, is unspecified. This could be the source of job dissatisfaction.
- Connell believes that people learn 70% through on-the-job events, 20% from other people's education, and 10% via online drill, but that online drill isn't always effective because online sequences are unsocial. Some online courses go part of the way by including multiple choice questions at certain points throughout so that the user can have a sense of how much they are owed, but this is a poor substitute for being well-informed.

3.7 Conclusion

Connell believes that people learn 70% on the job, 20% through other people's education, and 10% from online drill, but that online drill isn't always effective due to the unsocial nature of online sequences. Some online courses go part of the way by incorporating multiple choice questions at certain times throughout the course to provide the user an idea of how much they owe, but this is a poor substitute for being well-informed. While calligraphy the report, I realized that throughout my practicum, I thought PMS was the most important thing I did, but that my other responsibilities were never-ending. Connell Bros. Co. Ltd. HR has taught me a lot. I enjoyed working with the PMS team because I gained real-world experience while interacting with excellent people.

3.8 Recommendation

- For greater fairness, an employee's performance should be evaluated not only by his supervisor, but also by his coworkers and other supervisors.
- There should be a constant feedback loop in which employees communicate with their superiors and evaluate their performance on a regular basis.
- In the case of multi-rater feedback, the manager may be able to comprehend the issue and have a healthy discussion with the employee about the weaknesses.
- During the Performance Appraisal, a particular adapted program should be used.
- Connell has the authority to give employees more duties at work. Employees will be motivated as a result, and their career pathways will be segregated.
- Managers should take on more of the role of coaches and mentors.

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