

**Report On**  
**The Impact of Key Performance Indicators (KPI) on Performance Management Systems on Employees' Performance in BHL Group**

By  
Shanun Jamali  
ID: 19204015

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

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BRAC University  
July, 2024

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## **Declaration**

It is stated that:

1. The submitted internship report is my original work while completing my studies at BRAC University.
2. The report does not contain material previously published or written by a third party unless appropriately cited with complete and accurate reference.
3. The report does not contain material that has been accepted or submitted for any other degree at any other university or institution.
4. I have acknowledged all main sources of help.

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

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**Shanun Jamali**  
Student ID: 19204015

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

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**Md. Shamim Ahmed**  
Senior Lecturer, BRAC Business School  
BRAC University

## Letter of Transmittal

Md. Shamim Ahmed  
Senior Lecturer  
BRAC Business School  
BRAC University  
Kha -224 Merul Badda, Dhaka – 1212

Subject: Submission of Internship Report on the “Impact of Key Performance Indicators (KPI) on the Performance Management System on Employees Performance in BHL Group”.

Dear Sir,

I am writing this letter to submit my internship report titled “The Impact of Key Performance Indicators (KPI) on the Performance Management System on Employees’ Performance in Bangladesh Hard-Land Group.” Under your expert guidance and direction, I have completed this report. Working on this report under your supervision has also been a valuable experience. I completed a three-month internship as an HR intern at BHL Group, where I gained significant insights into the practical aspects of the professional world. I have endeavored to accurately reflect my experiences and observations from this internship in the report. I am more than happy to share any further details about this internship report.

Respectfully Yours,

---

Shanun Jamali

Student ID: 19204015

BRAC Business School

BRAC University

Date: July 2, 2024

## **Non-Disclosure Agreement**

This agreement is established between BHL Group and Shanun Jamali, the undersigned student from BRAC Business School, BRAC University. I, Shanun Jamali guarantee that this report will not disclose any confidential information that could be detrimental to BHL Group.

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Shanun Jamali

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BHL Group

## **Acknowledgement**

I express my deepest gratitude to Allah, the Almighty, for granting me the strength and good health to successfully complete this internship report. I am sincerely thankful to my supervisors for their invaluable insights, which were crucial to finalizing the report. Their guidance and suggestions were instrumental, and without them, this report would not have been possible. I am also grateful for the support and collaboration from both BRAC Business School and BHL Group, which were essential for the successful completion of this study. This entire experience has left me feeling truly fortunate for the assistance and cooperation I received.

I would like to begin by expressing my sincere gratitude to Shamim Ahmed (Senior Lecturer) sir, my academic supervisor at BRAC Business School, for his tremendous support throughout my BUS-490 (internship) course and the preparation of this report. His invaluable guidance assists me shaping the structure of the report.

I would also like to express my sincere gratitude to my workplace supervisor Md. Abdullah Al Noman, AGM and Head of Group HR & Admin at BHL Group, for his valuable support and insightful recommendations. Moreover, my on-site co-supervisor Sharif Md. Abu Sufian Sykot, HR & Admin at BHL Group who provided me with the necessary guidance and data to successfully complete my tasks. Additionally, I am deeply appreciative of my senior colleagues at BHL Group those are Mahmud Shifat Asrafi, Sujan Chandra Das, Asif Ikram, Md. Faisal Habib, Kawsar Ali, and my parents, — whose unwavering support and care made my three-month internship truly rewarding. Furthermore, it was due to their continuous encouragement that I was able to smoothly adapt to corporate life while maintaining a healthy work-life balance.

## **Executive Summary**

At the beginning of this report in the first chapter, the report describes the intern's information, program, specialization, major, and minor area of his/her subject. Moreover, it also mentioned Internship information such as period, organization name, department, location, supervisor's information: name and position, and job description/duties of the intern. Therefore, it also discussed regarding intern's contribution to the organization, the advantages to the intern, and the difficulties that the intern faced during the internship period in the company. This chapter ends by recommending the organization how can do better in the future regarding the upcoming internship program.

In the second chapter, it's all about the discussion regarding the company. It started by mentioning the journey of BHL Group, the sister concerns, its product/service, motto, affordability, vision, mission, and goal. Additionally, including the management practices of BHL, the way the company does its marketing, the financial performance of the company, its operation management system, and how BHL practices its information system. Including analyzing the ceramic industry by doing Porter 5 Forces, SWOT, competitive strength assessment tests of BHL Ceramics and its rivals. In addition, the second chapter finished by summarization and recommending some insightful steps that can help the company for their future integrity process.

The final chapter means chapter 3 is all about the core foundation of this report which is a topic which is based on the Impact of KPI on performance management systems on employees' performance in BHL Group. Here, it described the KPIs metrics, points, evaluation form, and the way BHL measured their employee's performance activities. Also, a questionnaire was developed, and based on that interview from employees to comprehend what are their perspectives regarding the KPIs metrics that are used by BHL organization. Therefore, it also mentioned the constraints of this research. To sum up, the report concludes with some recommendations that could assist the organization in enhancing its employees' performance.

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## List of Acronym

HR	Human Resources
HRM	Human Resources Management
ID	Identification Card
Q1	First Quarter
Q2	Second Quarter
Q3	Third Quarter
Q4	Final Quarter
AGM	Assistant General Manager
DGM	Deputy General Manager
KPIs	Key Performance Indicators
TDS	Tax Deducted at Source
TA	Travel Allowance
DA	Dear Allowance
SQL	Structured Query Language
PMS	Performance Management System
Pts	Points
EL	Earned Leave
CL	Casual Leave
IT	Information Management
R&D	Research and Development

# Chapter 1

## Overview of Internship

### 1.1 Student Information

Name	Shanun Jamali
ID	19204015
Program	Bachelor of Business Administration
Major	Human Resources Management
Minor	Marketing

### 1.2 Internship Information

#### 1.2.1 Period, Company Name, Department, Address

Period	Three Months (1 <sup>st</sup> July to 30 <sup>th</sup> September)
Company Name	BHL Group
Department	Human Resources Management
Address	Nasir Trade Centre (9 <sup>th</sup> Floor), 89 Bir Uttam C.R. Datta Road, Hatirpool, Dhaka – 1215.

#### 1.2.2 Internship Company Supervisor's Information

Name	Md. Abdullah Al Noman
Position	AGM and Head of Group HR & Admin

#### 1.2.3 Job Scope – Job Responsibilities

Being an HR intern in the Human Resource Department of BHL Group which is called Bangladesh Hardland Group where my workplace supervisor were Head of Group HR and Admin Md. Abdullah Al Noman assigned me to the co-supervisor's name Sharif Md. Abu Sufian Sykot. My co-supervisor was responsible for handling and maintaining the paycheck, recruitment process, KPI, resume sorting, organizing the interview, preparing the assessment test, file documentation, ID card preparation, checking attendance, creating the final settlement form, etc. For that reason, I had the favor to work with him to see directly how to do the job and tackle the responsibilities in the HR sector of Bangladesh Hardland Group. Below are the job responsibilities of mine:

- Organized and assisted the recruitment and selection process. Here, my responsibilities were resume sorting, called the candidate to inform them about their interview schedule, sent messages, and did assist the candidate for their interview. For example: First, sorted the resume. Here I

highlighted the job position on the resume for which the candidates applied. Moreover, highlight the academic result, institution name, skills, professional certificates, and job experiences for selecting the desired candidate. After sorted the resume, time to prepare for calling candidates to inform them about the day when the interview assessment would take. Furthermore, try to understand whether they would attend the interview session on that day or not. Therefore, after I informed the candidates, I sent them a final message with details about the examination its location where it would be taken. Additionally, I assisted my co-supervisor with the interview assessment test to assist him prepared questions, edited, and provided within time.

- Assisted the co-supervisor when a candidate was selected and recruited. At that time, I was assigned to assist the new candidate in filling up the recruitment form, corporate mobile connection form, nominee declaration form, visiting ID card form, joining letter form, employee info form, individual account opening form and hand over the confirmation letter, appointment letter, and joining letter and collected document. For instance: 4 copies of passport-size color photographs, professional certificates, experience certificates, national ID cards, birth certificates, 1 copy of passport (if have), nationality certificate, blood group, TIN certificate photocopy, 2 copies of passport size color photographs of nominees, nominees' national ID card.
- Helped the HR administrator regarding the orientation program of new employees who were joining the organization. For example: If a candidate was selected for the company based on the criteria that the organization looking for such as candidate's skills, knowledge, and experiences match the organization's expectations then the company hired that employee. After being hired there was an orientation program where new employees had an opportunity to learn about the company's system, procedure, hierarchy, workplace area, how things worked, the prayer room, and refreshment room, and introduced to other employees toward the same department.
- My duty was to print out each document such as resume, final settlement form, national ID card, birth certificate, character certificate, nominees form, employee information form, corporate mobile form, appointment letter, and joining letter for the future candidate and hand over it to the co-supervisor.
- Observed the digital attendance sheet to check how many employees were present for day-to-day tasks in order to maintain the employees' performance appraisal.
- My duty was assisting my co-supervisor in handling the final settlement form and assisting the employee in filling up that form according to company policies, rules, and regulations.
- I was given the guard in the written examination where I ensured that no one cheated, copied, or did any kind of unethical activities which is against the company policies.
- Managed the responsibilities of informing the candidates about their interview date by calling them through the office mobile
- Assisted my supervisor in employees benefit program, invited third-party travel agencies in order to collaborate of our organization's needs and beneficial issues.

- Did resume summary from the hard copies of applicants' resumes and extracted them in Excel files for more convenient
- Assisted my co-supervisor to prepare the written questions and multiple-choice questions for the applicants by using MS Word
- Handed over the TDS (Tax Deducted at Source) form to the DGM & Head of the marketing & sales department.
- Assisted the selected candidates in filling out the information form and the bank form provided by the company

## **1.3 Internship Outcome**

### **1.3.1 Student's Contribution to the Company**

During my three-month internship as an HR intern at BHL Group, I undertook various organizational tasks to assist the organization to perform the administration work smoothly through my responsibilities. Here is a brief overview of those contributions:

- **Documented:** Whenever the company recruited any employees for the organization my task was firstly collected all the information about those employees. At first, I prepared a hard file where all the info about the employees was kept together. The upper cover of the hard file has 7 facts which are employee ID number, employee name, position name, grade no, department name, date of joining, and mobile number. Furthermore, inside the hard file, I documented 17 things which are joining letter, appointment letter, confirmation letter, interview assessment form, resume, 3 copies of passport-size color photographs, experience/professional certificates, all academic & training workshop certificates, national ID card, nationality certificate, medical fitness certificate along with blood group, e-tin certificate, 2 copies of nominee's passport size color photograph, nominee's national ID card photocopy, employee information form, nominee declaration form, corporate mobile number form.
- **Assisted New Employees:** Whenever a new employee joined BHL Group I assisted them in filling the requirement form which was provided by the organization. Every organization has some formalities which should be maintained by each employee. For that reason, the new employees did not know how to maintain and follow those rules during working and fill-up the forms. I was there to assist each employee to help them fill up the forms based on which part they should fill up and which parts they should keep blank.
- **Informed Candidates:** When any candidates applied for the vacancy which is posted by BHL Group at that time I called them to know whether they would be available for giving the interview on that specific date. After that, I created a spreadsheet to put down all the numbers of the candidates and forwarded it to my co-supervisor to send a details message about the interview.

After that, I again called the candidates to ensure whether they received the SMS or not. If they did not, then I sent them the same SMS again.

- **Created Excel File for Summaries:** When any recruitment process going on at that time, I created an Excel file to summarize the candidates' information from their resumes to help my supervisor to minimize his effort to evaluate and grasp the main perception to do appraisal of each candidate. In that summary part, there are eight elements were placed down those were candidates' name, mobile number, experience, designation, previous organization, current organization, present salary, and expected salary. From this, the company figured out the status of a future candidate and whether a candidate would be capable of the organization or not. After prepared it, I directly forward to my supervisor before the day of an interview.
- **Written Assessment Test Questions:** When any recruitment process going on at that time, I assisted my co-supervisor to prepare the questions for the candidates in order to assess their knowledge based on the position they applied for. After preparing the questions I had taken approval from my supervisor to ensure whether it was appropriate or not. After approval, I printed out the questions as per the requirement which also depended on the number of candidates.
- **Checking Script:** After finished the examination I single-handedly checked every script and tried to finish all the script checking as soon as possible. Because the viva interview completely depends on how fast the written examination and script checking are finished. After finishing the script checking I directly informed our respected interviewer to conduct the interview.
- **Taken Signature from Departmental Head:** Whenever any signature needed from any departmental head or any files have to be submitted to the departmental head then I was the person responsible for submitting the file and taken the signature from each brand head such as Interview assessment form, TDS forms, recruitment question approval, etc. whenever my co-supervisor assigned me anything which was needed signature or submitted to them.
- **Prepared Spreadsheet:** Sorted nearly 240 employees to create a spreadsheet for those employees who are eligible for insurance based on my supervisor's suggestion.
- **Submitted Final Settlement Form & Service Certificate:** The employee who was given resigned and was not willing to work anymore I called them to collect the provident fund from the head office and took their service certificate. When the employee came to the office before providing the final settlement form, I provided an exit interview form which is basically a feedback form about the company and the employee regarding the organization. Employees received their provident fund after I submitted that form to the accounting department and at the same time handed over the service certificate to the employee as proof that the employee worked at BHL group.



### 1.3.2 Benefit of the Student

Doing a 3-month internship at BHL Group was a most potential learning experience that helped me to grow even better. Working for one of Bangladesh's leading ceramic manufacturing companies provided me with valuable insights. The most significant learning came from observing how things are done in practical life which helped me to learn the things from scratch. Before this experience, I had no practical knowledge of how an HR department operates its daily tasks and activities in real life though I had theoretical knowledge. Now I have learned how HR functions work in the workplace. Doing an internship at BHL Group gave me a firsthand understanding of HR operations, which was very important to me in shaping my vision for future work in HR. Moreover, I learned about the daily operations which is required to run a company. Being treated like a permanent team member, with the same rules, policies, and expectations as regular employees, helps me to know how things work at the corporate level and it is a truly unique experience for me. I feel that this professional journey has made me more punctual and helped me to focus on my work vividly, boldly and work more on my weaknesses.

Furthermore, maintaining the daily schedule of office time is one of the hardest things for me to retain. I had several failures to attend office on time for which my co-supervisor criticized me badly but it turned into a better output for me which assisted me to become more punctual. At the same time, I made different mistakes while doing my internship at BHL Group but with the help of my co-supervisor and his genuine criticism, guidance, and direction I realized my mistakes and it helped me to work on those lacking things for better improvement.

Therefore, another thing that broke the ice of mine was communication with candidates who applied for the vacancy. When my co-supervisor gave me this task, I felt a little bit hesitant because I never had any experiences like that. Whenever I spoke with any candidates and let them know about the interview process at first, I wrote down all the things on the spiral pad then I called the candidates and let them know. Whenever my co-supervisor noticed during communication my voice shown a more robotic flow rather than a natural flow. He suggested that I should speak to candidates as naturally as possible just like I am speaking with any known person. By practicing often gradually it helped me to speak with the candidates more naturally rather than reading through the pad.

Additionally, I now understand how firms and groups of companies track down potential employees for their organization and what type of things they looking for when HR sorts the resume for their organization. Moreover, when sorting a resume organization mainly focuses on 5 to 6 key points which are: education, experiences, skills, previous organization, job role and its responsibilities. In addition, I also learned how to conduct a written test to prepare questions for the candidates, and then evaluate them by giving the marks on their script paper. After that, I also learned how to prepare the viva board and called the respected employer who would take the interview.

Last but not least, my co-supervisor and other seniors had encouraged and expressed their gratitude for the assistance that I provided them which also emboldened me to achieve a “Can Do” mentality.

### **1.3.3 Problem / Difficulties Faced During the Internship**

First of all, I do not have any previous experience working in a group of companies. Though I worked as a part-time employee in a solo ownership real estate property working there and working in a group of companies is totally different. Secondly, when I was working in BHL Group at that time it was very difficult for me as an intern to figure out what should I do, what should not, where to report, how to report, what is my responsibilities, how to fulfill those responsibilities, in which way, etc. It would be very easy for me if there were a proper guideline for portfolios. Moreover, whenever I needed some information regarding completing the internship report at that time it was not so easy for me to collect the information from my seniors. It took a lot of time, patience, and dedication to collect info from them. Because everyone is engaged with their busy schedule and it was very difficult for them to figure out the time for me. Thirdly, it took me several times to grasp some abbreviation words which often used by our HR department such as TA (Travel Allowance), DA (Dear Allowance), CL (Casual Leave), EL (Earned Leave), etc. But after working there as an intern I gradually understood what those abbreviations mean. Furthermore, the organization's maximum time usage speared sheet such as Excel file extension to conduct the daily basis task. For that reason, it was significant for me to quickly become a master of the Excel file in order to keep pace with my co-supervisor. At first, it was difficult for me but using the Excel file on a regular basis, and practicing more actually paid me off and an important soft skill. Additionally, another thing with which I struggled a lot was maintaining a proper working schedule for the organization. At BHL Group working hours start from 9:30 AM to 6:30 PM which is a total of 9-hour shifts everyone should maintain that work schedule properly and there is no compromise on it. Because BHL strictly maintains the timeliness. For that reason, I had to wake up at 7:30 AM to 8:00 AM in the morning and prepare myself for going to the office. To sum up, in the initial stage the whole thing was a little bit challenging for me but day to day I became habituated to it.

### 1.3.4 Recommendation

As we know Internship is a mandatory part for each undergraduate student who wants to do an internship rather than doing a thesis or case studies at the same time most organizations want interns so that the organization can rely on them by assigning various tasks that help the organization to prevent hiring a permanent employee for some after extra task as well as preventing the extra financial expenditure of the organization. However, there are some recommendations from myself which I want to share:

- They should treat each intern as a regular employee rather than realizing that the interns are doing work in the organization for a short period. Because if the organization treats the intern as a regular employee, it will assist the intern to do the job more seriously.
- There should be a portfolio of proper guidelines for interns which should include every segment about the tasks, its direction and how to report the output to the supervisor
- There should be a training session for each intern so that the intern can get a brief understanding & idea about the organization, its environment, how it works, and working culture.
- They should create a dedicated slot for interns so that an intern expresses what are the issues they face during his and her internship period in the organization at the same time supervisor can guide the interns and provide direction so that the interns meet what are things an organization expected from him/her.

## Chapter 2

### Organization Part

#### 2.1 Introduction of BHL Group



Figure 1: Logo of BHL GROUP

In Bangladesh, we often hear many recognized groups of companies' names contribute to the economy of Bangladesh. BHL Group is one of the groups that is working as an underdog and contributing to the economy of Bangladesh. BHL Group started its journey in 1990 as a consumer products manufacturer and private limited company. The motto of BHL Group is "Driven by Integrity" From the beginning the company focused on affordable price ranges for consumers which is the result of the company's growing success. Moreover, after success in the initial journey of their business, they diversified their portfolio and became one of the growing conglomerates in Bangladesh in 2018. Its headquarters is located in Bangla Motor, Dhaka. Furthermore, as a versatile group of businesses over 3 decades of manufacturing ceramic tiles in Bangladesh becoming one of the largest manufacturers of ceramic tiles in Bangladesh., Near about 2500 employees are working under BHL Group. They have their factory which covers an area of 770 square kilometers and 13 concern / separate entities under this group also provide employment and contribute the society. BHL Ceramic is a well-established and respected name in the ceramic industry, known for producing and distributing high-quality ceramic products. With a long-standing history, the company has become a market leader, recognized for its innovative designs, exceptional craftsmanship, and dedication to customer satisfaction. BHI-Ceramic offers a wide range of ceramic products and solutions to suit refined tastes and distinct lifestyles. Over the years, the company has fostered strong partnerships with architects, designers, contractors, and wholesalers who rely on them for their ceramic needs. Their products are featured in various projects, including residential, commercial, and public spaces, demonstrating their versatility and industry expertise. In addition, BHL Group is a joint venture group consist of Chinese Ceramic Limited and Bangladesh Hardland Limited company which is known as the China-Bangla Joint Venture Company but the maximum share of the company holds by Bangladesh Hardland Limited that is why it is called BHL GROUP.

## 2.2 Overview of the BHL Group

### 2.2.1 Vision, Mission and Goals

**Mission:** The mission of BHL Group is to create sustainable value, for future generations by delivering superior products, services, and solutions. They want to make a positive impact on society, foster innovation, and drive economic growth by ensuring the highest standard of integrity, ethics, and corporate social responsibility.

**Vision:** The vision of BHL Group is becoming the most admired and respected conglomerate, known for its commitment to quality, customer satisfaction, and innovation.

**Goals:** BHL Group has certain goals which they want to achieve at any cost. Those are:

- Innovative and Technology Leadership
- Customer Excellence
- Employee Empowerment
- Operation Efficiency
- Sustainable Growth and Social Responsibility



### 2.2.2 Rewards and Certificate



Figure 2: Rewards and certificate of BHL Group

### 2.2.3 List of Sister Concerns of BHL Group

There are 13 different sister concerns under BHL Group. Those are: BHL Ceramic, KONFU Ceramic, VINCI Ceramic, PERLA Sanitary Ware, Wealth Home, Wealth Builders, BHL Logistics, Marine Chemicals, Green Oil, Arman Trade, BHL Paper, Arman Cold, Storage, Chamichi BD. Below describing their activities of with details in a table:

Name	Logo	Description
BHL Ceramic		<p>BHL-Ceramic is a well-known and respected name in the ceramic industry, known for the production and distribution of high-quality ceramic products. With a long history, the company has become a market leader, known for its innovative designs, exceptional craftsmanship, and commitment to customer satisfaction. BHL-Ceramic offers a wide range of ceramic products and solutions suitable for refined tastes and different lifestyles. Over the years, the company has built strong partnerships with architects, designers, entrepreneurs, and wholesalers relying on them for their ceramic needs. Their products have been featured in various projects including residential, commercial, and public spaces, demonstrating their versatility and expertise in the industry.</p> <p>BHL Ceramics products are Mirror Polished Floor Tiles, Nano Polished Floor Tiles, Digitally Printed Homogeneous Floor Tiles, Wall Tiles, Stairs, and Parking Tiles. Also, tile sizes like 60CM X 120CM, 80CM X 80CM, 60CM X 60CM, 40CM X 40CM, 30CM X 30CM, 20CM X 30CM etc.</p>
Konfu Ceramic		<p>Kongfu Ceramic is dedicated to delivering excellence, the finest, and pure elements from its manufacturing process to the final process. Under this ceramic brand, there are present digitally printed wall tiles, machine floor tiles, matching floor, rustic, rocker, nano polish, mirror polish, and parking tiles. It is the most innovative tile brand under the BHL group. Moreover, under this brand, there are 10 different categories of tiles present.</p>

<p>Vinci Ceramic</p>		<p>Vinci Ceramic's Tiles collection features a stunning selection of expertly crafted tiles, each showcasing intricate patterns and traditional European designs that reflect cultural depth. The brand's commitment to maintaining classic warmth while integrating modern techniques has established it as an industry leader, appealing to customers who value the blend of historical beauty and modern functionality. Vinci Ceramic tiles are now synonymous with refined taste and cultural heritage, enhancing homes, hotels, and restaurants, and standing as a testament to the brand's enduring legacy and ongoing appeal in ceramic craftsmanship.</p>
<p>Perla Sanitary Ware</p>		<p>Perla is a new venture in the world of sanitary ware, offering creatively designed products. Committed to providing customers with exceptional satisfaction. Perla emphasizes on eco-friendly, water conservation, and hygienic glazing in all its products. Such as Tabletop basins, cabinet basins, ozu basins, water closets, wash basins, water tanks, undercounted basins, etc.</p>
<p>Wealth Home Décor</p>		<p>Wealth Home Décor is the nation's largest ceramic tile display and sales center, offering consumers access to a wide range of products from BHL, Kongfu, Vinci, and Perla, along with renowned international ceramic tile and sanitary ware brands, all in one location. In this display center, the organization not only displays its tiles product but also displays its sanitaryware product to ensure customer that the company also produce sanitary product in their manufacturing.</p>

<p>Wealth Builders Ltd.</p>		<p>Wealth Builders, a premier property development company located in the bustling center of Bangladesh, is dedicated to creating exceptional living spaces. They specialize in building modern apartments that set new standards for contemporary living. Their commitment to excellence is evident in their innovative designs, high-quality construction, and sustainable practices. All are aimed at crafting homes that inspire and elevate lifestyles. At Wealth Builders, they focus on building communities and fostering a sense of belonging. Join them on their journey as they turn customer dream home into a reality, showcasing their dedication to delivering unparalleled living experiences in every project.</p>
<p>BHL Logistics</p>		<p>BHL Logistic Service stands out as a top provider of extensive logistics solutions, celebrated for its dependability and efficiency. Committed to customer satisfaction, we deliver a variety of services such as warehousing, transportation, and supply chain management. Utilizing advanced technology and a skilled team, we ensure the smooth handling of goods from origin to destination. At BHL Logistic Service, we emphasize timely deliveries, cost-effectiveness, and exceptional service, making us the go-to choose for businesses in need of reliable logistics support.</p>
<p>Marine Chemical</p>		<p>BHL Marine Chemical is a top supplier of premium chemicals tailored for the maritime sector. They provide a wide array of products, such as cleaning agents, water treatment solutions, and maintenance chemicals, all crafted to withstand the rigorous conditions of marine environments. The company's dedication to innovation and eco-friendliness guarantees that its products are both efficient and environmentally safe. Focused on improving the operational efficiency and safety of marine vessels. BHL Marine Chemical is the preferred partner for shipping companies and marine operators globally.</p>



<p>BHL Green Oil &amp; Poultry Feed Industry</p>		<p>BHL Green Oil is a leading entity in the poultry feed sector, recognized for its dedication to quality and sustainability. It manufactures nutrient-rich poultry feed designed to enhance the growth and productivity of poultry flocks. Their products are made with carefully chosen ingredients to ensure the birds' optimal health and performance. Committed to environmental stewardship, BHL Green Oil uses eco-friendly methods in its production processes. By focusing on both quality and sustainability, it has established itself as a trusted partner for poultry farmers in need of dependable and effective feed solutions.</p>
<p>Arman Trade International</p>		<p>BHL Arman Trade International operates in the balance of international trade and commerce. It is engaged in a diverse array of products and services, streamlining cross-border transactions of goods from producers to consumers between different countries. Its core responsibility is focus on import and export operations, logistics, and supply chain management. At the same time, it managed a range of commodities for instance raw materials, finished products, and technological items.</p>
<p>BHLPaper</p>		<p>BHL Paper focuses on the production, distribution, and trade of paper products. The company offers a wide variety of paper solutions tailored to industries like publishing, packaging, and office supplies. Known for its superior quality, BHL Paper's range includes printing paper, cardboard, tissue paper, and specialty papers for particular applications. The company prioritizes sustainability and environmental friendliness by using recycled materials and implementing green manufacturing practices. Through its reliable and innovative paper products, BHL Paper plays a crucial role in meeting the diverse requirements of its customers and enhancing the global paper industry.</p>
<p>Arman Cold Storage</p>		<p>Focus on preserving perishable goods by controlling the temperature environments. It assists the supply chain by offering storage solutions. Cold storage upholds the quality and freshness of products such as pharmaceuticals, foods, raw elements, and vegetables. Therefore, to maintain optimal storage conditions, it utilizes advanced refrigeration technology. This approach helps the longevity of products and maintains a standard quality of stored goods until consumed.</p>


Chamichi		<p>Chamichi is a tea beverage company in Thailand that is popular for its bubble tea. BHL company took the franchisee rights from Chamichi. Chamichi started its journey in Bangladesh through BHL company on April 23, 2024. In a short period, it became so popular to drink beverage tea with different kinds of flavors such as caramel milk tea, chocolate milk tea, fresh milk tea, bubble milk tea, etc. among young people.</p>
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Figure 3: List of Sister Concerns of BHL Group

## 2.2.4 Name of Departments of BHL Group

There are 10 departments inside BHL Group Corporate Office. Those are:

<b>Human Resources</b>
<b>Internal Audit Department</b>
<b>Accounts</b>
<b>Finance</b>
<b>IT</b>
<b>Commercial</b>
<b>Supply Chain Management</b>
<b>Brand</b>
<b>Sales</b>
<b>Distribution</b>

Figure 4: Table of Department Names in BHL Group Corporate Office

## 2.2.5. Code of Conduct of BHL Group

At BHL, there are several codes of conduct that employees must follow to maintain a positive work environment. These are:

**Dress code element:** At BHL, employees are expected to present themselves as respectful, reliable, and competent professionals to customers, business partners, and colleagues. It is important that, based on their appearance, customers feel comfortable seeking professional advice, guidance, and service from employees.

- i) Employees should come to the office with proper and cleanly dressed and must be well-groomed
- ii) Clothing should be appropriate to the work environment. Clothing that reveals body parts is not allowed.
- iii) Clean clothes and in good condition must be worn at work. Clothes with tears, holes, or tears are not allowed.
- iv) Clothing offensive to other employees or the public must be avoided.
- v) Employees must wear Business, Smart Casual, and Casual attire, in accordance with the organization's schedules and the allocation of the
- vi) A pair of slacks or nice formal looking jeans along with a button up shirt is an excellent example of Smart Casual Dress code. Women wear consist of leggings with cotton kurta or Kurtis.

**Offensive Dress Code:** Here is the list of clothes that are not allowed at the workplace. Employees should not wear these clothes at the office.

- **Clothes:** Tattered Jeans or Shorts, Patchwork Jeans, inappropriate Slacks, Dressy Capris, Exercise Pants, Sweatpants, Bermuda Shorts, Sweat Suits, see-through Shirts or Blouses, Sports Bras, Tank Tops, Halter Tops, Mini-Skirts, Beach Dresses, Skirts below knee level.
- **Shoes:** Flip-flops, Flashy Athletic Shoes, Boots, Loose Footwear, Open-Toed Shoes.

HR Department will take necessary action against the employee who is found wearing the prohibited clothing at the workplace.

**Mobile Manner:**

- i) Starting the conversation with a warm greeting and maintaining a pleasant tone throughout.
- ii) In BHL, each employee should avoid making calls in their office schedule
- iii) Ensure speaking with the correct person in a soft voice.
- iv) Keep the conversation brief and focused on the topic at hand.
- v) Answer phone calls promptly; If a call is missed, return it as soon as possible.
- vi) When answering on behalf of someone else, introduce yourself politely, take a message, and relay it to your colleague when they return

**Etiquette of Desk:**

- i) All employees should maintain proper hygiene on their desks from where they do their activities
- ii) Avoid unnecessary staff on the desk who are not going to assist with any office-related task.
- iii) If there is any waste such as wrapping paper, out of ink pen, etc. then it should through into the bin properly.
- iv) When anyone uses any office equipment, staff or items should be used as per require as possible. Not use any extra things which are not needed for the office.
- v) When anyone doing any activities on the desk do not put any unnecessary things on the desk which will create a barrier to doing office activities
- vi) Keep all the necessary things on the desk when anyone starts their work so employees can avoid any disturbance by moving from their desks.

**2.2.6. Consequence of Violation and Disciplinary Action**

If any employee violates the disciplinary area repeatedly then there are certain steps that BHL company takes which are:

- Providing final warning with a warning letter to ensure in future it will not happen
- Allow suspension of that employee with pay or without pay
- If it is a major violation then BHL company takes financial penalties on the responsible employee
- If needed the company also takes legal action against that employee
- Demotion / no promotion occurred against that employee
- Final termination issued against the liable employee

## **2.3 Management Practices:**

### **2.3.1 Leadership Style:**

The leadership style is a core part of any organization where company success depends heavily on its way of area. If any organization's leadership is not stable or strong then it indicates that the management of that company is not very transparent and bold. Which also indicates that the organization lacks of proper leaders and there is no one to provide the guidance toward the organization. The leadership style in BHL Group practices is “Participative Leadership ” where if the organization takes any decision-making process regarding any functional area then management offers employees to participate in the decision-making steps so that whatever employees think about the issues they can easily express it toward their authorities directly and if they want to propose any decision they can directly suggest it toward management staff which helps the organization to solve the issue more appropriately and accurately because those who face the problem they know the exact solution how to solve it. Moreover, this leadership style helps employees to motivate, inspire, and feel valuable themselves because employees know that the organization really hears them which ignites their working productivity twice as fast as previously.

### **2.3.2 Recruitment and Selection System**

It is one of the most important jobs in the organization for the success and growth of any company for the futuristic path. If any organization accurately selects the most effective and productive employee for their organization, then it will provide the company with long-term success. BHL always tries its best to select the best candidates as their employees toward their organization. For that reason, they follow five (5) footprints those are:

**Footprint 1:** At the outset, the recruitment and selection team must analyze the specific skills required for the job and clearly define the ideal candidate for the position. For instance, BHL Group is looking to hire HR officers. To apply for that job the candidates should be graduates from any reputed university with a minimum of two years of job experience. Their responsibilities will include managing recruitment, and compensation, preparing confirmation letters for staff and workers, overseeing resignation matters, and taking appropriate actions as needed. When hiring operators in BHL it requires candidates to be graduates, but no prior experience is necessary. Their duties will focus on compliance and welfare-related tasks within the company. Defining the correct skills and requirements for a job is crucial for the recruitment process, ensuring a smooth and efficient hiring experience.

**Footprint 2:** When the company is looking to hire Officers, they will publish the job descriptions, including eligibility criteria, required experiences, skills, and responsibilities, on websites like LinkedIn, BD Jobs, and BD.jora.com to reach suitable candidates. Nowadays, companies also use Facebook to attract potential candidates. Most of the time companies post jobs in BD Jobs because it is the most renowned job-hunting website in Bangladesh.

**Footprint 3:** The hiring team at BHL reviews the candidates' information and creates a shortlist based on their applications. They assess each candidate's educational background and experience. Once the evaluation is completed in line with the job description, they proceed to the next step in the hiring process.

**Footprint 4:** When candidates are shortlisted, the HR concern team will invite them for a written test & interview. The written test conducted by the recruitment team of HR and the interview conducted by the manager and each departmental head is based on the job vacancy at which the department provides requisite human resources. Before giving the interview, the candidate will sit for a written examination. The written examination has 2 parts as MCQ part and the theory part. After finishing the written part, the candidate has to sit for the viva. During viva, the employer will ask questions related to the job responsibilities and present real-life scenarios for the candidate to solve. This process helps determine if the candidate possesses the necessary knowledge and problem-solving skills. Through this method, they aim to identify the most suitable candidate for the position.

**Footprint 5:** The recruitment team will assess the candidate based on the employee's whole interview performance and then discuss the salary negotiation part. Once the terms are agreed upon, the HR team will send appointment letters to the most deserving candidates to join their organization.

**BHL GROUP**  
INTERVIEW ASSESSMENT FORM

Date of Interview:

Position:

Grade Marks	A	B	C	D	E	F
	05	04	03	02	01	00

Rating of Subject Matter Expert Will Be Considered as Double.

SL.	Name of the candidates	General Impression on Dress, Manner, Behavior etc.	Self-Expression: Ability to express Clearly & Effectively	General Intelligence : Ways of answering, Quickness	Educational Qualification in relation to Job Requirement	Experience, Achievement	Jobs Knowledge : Practical & IT	Total Marks	Present Salary	Expected Salary	Offered Salary	Offered Position	Time requires to Join
-----	------------------------	--	---	---	--	-------------------------	---------------------------------	-------------	----------------	-----------------	----------------	------------------	-----------------------

1.													
2.													
3.													
4.													
5.													
6.													
7.													
8.													

Name: .....

Signature: .....

Figure 5: Interview Assessment Form of BHL Group



### 2.3.3 Training and Development

Each organization has its unique way of showing guidance and direction by providing training sessions from the very beginning when an employee joins the organization. As we know there are different types and ways of training and development sessions in the organization because each industry, organization, and company are different than others. So, it is a very ordinary object that each company's training session can be different than others. From the very beginning when an employee is recruited for the organization, the first thing the company organizes is an orientation program in order to introduce the company's operation, various departments, its activities, and introduce to other employees in the organization. In BHL I have seen three (3) styles of training and development systems. Those are:

- **On Job Training:** When BHL hires workers with no prior experiences or with experiences there is a period system called probational period which lasts for 3 months. During these three months, the employees receive training from a supervisor. Throughout this training period, the line manager closely monitoring the workers, assessing their skills development and efficiency. If a worker demonstrates sufficient skills and efficiency after three months, they become a permanent employee. This is how on-the-job training is conducted at BHL company.
- **Field Training:** This training is often designed for sales employees operating in various markets, typically as sales agents. After being hired, sales officers undergo field training under their supervisors' guidance. Their performance is then assessed. Supervisors provide recommendations on which sales representatives to retain, and the hiring HR makes the final hiring decisions based on employees' evaluations.
- **Technology-based Training:** In the BHL manufacturing plant, there is a training part where employees receive training to enhance their skills, particularly for technicians, operators, and maintainer. Here, the employee learns how to operate the advanced machines used in the production/manufacturing plant. This training method is highly effective because it improves employees' skills and efficiency, benefiting the company's overall success. Thus, BHL provides technology-based training through its all employees who are going to work directly toward machineries.

### 2.3.4 Compensation System

Before describing the compensation system in the BHL Group I want to describe the positioning grading structure in BHL based on the designation. In BHL there are 5 levels of pay role foundation and under these 5 levels, there are various categories of grading systems along with designation titles are classified. Below I am sharing the pay structure table of BHL Group:

Level	Grade	Designation title
Management Level	MD-01	Chairman/Managing Director/Chief Executive Officer/Company Head
	MD- 02	Deputy Managing Director/Executive Director
	MD-03	Director/Chief Operating Officer/Project Head/Equivalent
Senior Mid-Level	MG-04	Head of Business/Head of Operation/General Manager/Equivalent
	MG-05	Deputy General Manager/ Equivalent
	MG-06	Assistant General Manager/ Equivalent
Mid-Level	MM-07	Head of Function/Senior Manager/ Equivalent
	MM-08	Manager/ Equivalent
	MM-09	Deputy Manager/ Equivalent
	MM-10	Assistant Manager/Section Manager/ Equivalent

Level	Grade	Designation title
Executive Level	ME-11	Senior Executive/Senior Engineer/ Equivalent
	ME-12	Executive/ Engineer/ Equivalent
	ME-13	Senior Officer/ Assistant Engineer/ Junior Executive Equivalent
	ME-14	Officer/ Sub-Assistant Engineer/ Equivalent
	ME-15	Trainee Officer/ Assistant (Departmental)/ Equivalent
Non-Management Level	NM-16	Senior Foreman/ Receptionist/ Customer Service/ Call Center Agent/ Driver (Private)/ Equivalent
	NM-17	Senior Supervisor/ Senior Store Keeper/ Senior Operator/ Senior Electrician/ Senior Mechanic/ Senior Welder/ Senior QC/ Senior Technician/ Senior Fireman/ Senior Extruder Operator/ Senior Excavator Operator/ Senior Forklift Operator/ Foreman/ Driver (Heavy) etc. and Equivalent
	NM-18	Supervisor/ Store Keeper/ Operator/ Electrician/Mechanic/ Welder/ QC/ Senior Cooker/Technician/ Inspector/ Senior Scale Operator/Fireman/ Extruder Operator/ Excavator Operator/ Forklift Operator/ Assistant Foreman/ Driver (Medium) etc. and equivalent/ Case-Maker/Caster/Sprayer
	NM-19	Assistant Supervisor/ Assistant Store Keeper/Assistant Operator/ Assistant Electrician/Assistant Mechanic/ Assistant Welder/ Assistant QC/ Cooker/ Assistant Technician/ Scale Operator/ Assistant Fireman/ Assistant Extruder Operator/ Assistant Excavator Operator/Assistant Forklift Operator/ Office Assistant/ Driver (Light) etc. and equivalent/ Partner/ Loader Unloader
	NM-20	Peon/ Security Guard/ Cleaner/ Assistant Scale Operator/ Assistant Cooker/ Driver Assistant/ Irnam/ Muyajjin/ Equivalent
	NM-21	Helper/ Daily Labor/ Sweeper (Casual Employee)

Figure 6: Employee Grading System in BHL

**Salary:** In BHL companies provide monthly salaries to their employees on the first week (within day seven) of each next month. The employees of BHL Group are given a fixed amount of salary every month as per Bangladesh Labor Law-2006 Chapter # 10, Section # 121.

**Annual Increment:** In BHL, all confirmed employees will get an annual increment each and every year based on their level as per BHL Group's Pay Structure. BHL Group management will review the annual increment on 15 June / 15 December of each year considering his/ her performances throughout the year.

**Salary Adjustment:** The salary of the BHL Group employees is adjusted with the inflation rate by allowing an annual increment of 05% of basic (60% of Gross Salary). A fixed amount of increment is given to the employees based on the inflation rate.

**Advance Payment:** Advance Payment: If any BHL Group employee for official work purposes has to go outside his/ her present work station/location and there is no chance of coming back within that month then he/ she will get advance payment salary. The company does not pay monthly salary in cash. The monthly salary of each employee is credited to his/her Bank's salary account (Al-Arafa Islami Bank Limited/ Pubali Bank Limited). If any Employee has no salary account with the Group's nominated bank, he/she will get salary/other through cash/cheque only once. The official tour schedule has to be completed within 25 to 30 days each calendar month.

**Salary Breakdown:** As per approval of BHL Group management these are as follows:

- i) Basic Salary (60% of Gross)
- ii) House Rent (30% of Gross)
- iii) Conveyance Allowance (4% of Gross)
- iv) Medical Allowance (6% of Gross)
- v) Provided Fund (7% of Basic Salary)

**Allowance:** In BHL there are 8 kinds of allowance given to each employee. Below the list of allowances are given in a list:

- i) **Travelling Allowance:** The company will provide travel allowance based on employees' grades and considering the travel distance from the station. Travelling Allowance includes the transportation, accommodation, food, ticket, and other costs; Allowance will be paid by the finance & Account/Audit Department after verifications when he/ she concludes his/ her travel schedule. He/ she must provide supporting documents
- ii) **Accommodation & Food Allowance:** When BHL Group management staff will go for a field visit or any other official purposes outside of work station, then/she will get accommodation with a food facility from the company.
- iii) **Night Halting Allowance:** When any management staff needs to stay on night halt for an official purpose, an official tour, then he/ she will get an allowance for each night. It is fixed for all levels of management staff.

- iv) **Overtime Allowance:** All permanent staff and casual staff of BHL Group will get overtime allowance as per the calculation shown below when he/ she will work after scheduled working hours. Overtime allowance will be paid after proper verifications.

### **Overtime Calculation**

Overtime Calculation

Overtime Salary = 1.5 x Regular Hourly Rate.

This means if anyone does any extra work (office-related tasks) beyond their office hours then that employee will receive overtime salary based on his/her basic salary which will be calculated by the days of the particular month and after that, it will be divided by regular office hours which is 9 hours. After that, we will find the regular hour rate which will multiply by 1.5 times. Finally, we will get the overtime salary of that particular employee.

Management staff will get a 200/- (two hundred) BDT allowance per day in lieu of overtime for working at least an extra three (03) hours beyond scheduled office time. This type of allowance will be paid after proper verifications.

- v) **Office Hours Food Allowance:** All management & non-management staff of BHL Group will get the benefit of a refreshment allowance equivalent to twenty (20) take each working day. For meal purposes, all in house management staff including Head Office non-management staff will be seventy (70) take each working day but Marketing Dept. field staff will get one hundred fifty (150) takas per working day. If any employee of BHL Group enjoys canteen facilities, then he/ she shall not be entitled to food allowance. Factory-level staff are not entitled to refreshments and meal allowances.
- vi) **Entertainment Allowance:** One should not have to pay on his/her own for entertaining official guests. Among the BHL Group Officials who have to handle guests frequently for company business purposes will get an entertainment allowance as fixed by the management. If any situation requires extra entertainment cost beyond the prefixed allowance of the individual employee that will require prior permission from the appropriate authority and will be paid at actual after proper verifications of the Finance & Account/ Audit Department. Employees below grade ME-15 are not entitled to get such an allowance.
- vii) **Festival Bonus:** All permanent employees of BHL Group will enjoy two (02) festival bonuses every year and each be equivalent to 60% of his/her basic salary as of the 1st day of the respective year.

- viii) **Mobile Phone Allowance:** BHL Group also provides telephone/internet data allowance facilities to eligible employees by cash for communication purposes. A Home Telephone facility is also provided to the senior employee. Mobile SIM Card is also provided to the employees for easier & quick communication. These allowances are fixed according to the actual need basis as required by the job nature.

### **2.3.5 Performance Appraisal System**

John Terra stated that the performance appraisal method is a schedule and systematic step to measure an individual's work performance regarding their jobs and how an employee performs based on the organization's expectations (Performance Appraisal Method, 2024). In BHL employers strictly maintain and observe day to day performance of an employee. For instance: when an employee enters the office, he/she has to show their ID card to a digital scan machine. In that machine, the information about the employee's store and sent to the attendance sheet software automatically where the HR team easily see which employee entered the office at which time. Moreover, the HR team takes feedback from their line manager on how employees perform in their job roles, and whether can they fulfill the organization's expectations. Furthermore, those who work in the sales department as a sales agent, or field agent check their report based on customer/client feedback and the way they behave toward their client. If their activities fulfill the target of the organization, then their supervisor informs toward HR team. In addition, HR then stores their info, and activities in their data sheet according to the assessment. So, HR collects the 360-degree appraisal report of the employees. Based on this evaluation, and KPI HR team will make decisions regarding the employee's compensation, promotion, allowance, or termination. So, these are the performance appraisal systems of BHL Group.

### 2.3.6 Hierarchy and Organogram of Human Resources Department

BHL’s Hierarchal Structure of HR department:

Chairman
Director
Head of Group HR & Admin
Factory HR Director
Senior Executive
Executive
HR Admin
Senior Officer
Officer
Trainee Officer

Figure 7: BHL’s Hierarchal Structure of HR department

## 2.4 Marketing Practices

### 2.4.1 Target Customer and Positioning Strategy

As we know BHL Group is mainly known for manufacturing and selling ceramics, tiles, and sanitary ware. In BHL, their target customers are retailers, wholesalers, dealers, construction project developers, and various government projects where they sell and distribute their products. Moreover, they export their tiles and ceramic products to their foreign agent. Straits Research stated that (2024) in 2022 the total market size of ceramic tiles was 379.83 billion USD and it is projected that it will become USD 692.44 billion by 2031. Furthermore, in 2019, the market growth was more than 6000 crore BDT with an annual growth rate is 20% in the local market (IDLC Finance). That means it indicates that in the future the market shares and the market value of the ceramics industry in Bangladesh will be more valuable. In addition, it is predicted that in worldwide the value will reach \$379.27 billion by 2030 (Straits Research, 2024). In BHL, they position their product through showrooms and display centers so their customers know, see, and touch the product to feel and know the quality, design, and how comfortable the product. Additionally, BHL has a dedicated display center which is called “Wealth Home Décor” where they place all kinds of products manufactured in Bangladesh.

## **2.4.2 Segmentation**

Basically, in BHL they doing the segmentation part in 3 ways which are:

1. Ceramic tiles market product which is divided by 4 sub division. Those are:
  - i) Glazed
  - ii) Unglazed
  - iii) Porcelain
  - iv) Sanitary ware
2. Ceramics tiles market by application which is divided by 2 categories. Which are:
  - i) Wall
  - ii) Floor
3. Ceramic tiles market by end-use which is also divided by 2 categories. Which are:
  - i) Residential
  - ii) Commercial

## **2.4.3 Marketing Positioning**

Nowadays ceramic tiles industry is a very competitive marketplace because there are almost 68 ceramics manufacturing companies present in Bangladesh (Monthly Business Review, IDLC Finance Limited). For that reason, positioning is significantly challenging for this industry because each company wants to capture the market share in its own way. Here, BHL company positioning its strategy based on affordable prices so that they can capture customer attention. Moreover, the company can produce 100,000 square meters of tiles per day in its manufacturing plant. Furthermore, they also target dedicated showroom display centers and other wholesalers, and retailers' showroom display centers to visualize their products so that when any customer enters the shop, they can directly see the product of BHL at the very beginning. In addition, BHL is a very old and renowned company in the ceramic industry which also gives them an advantage of word of mouth. That is why we do not see any aggressive marketing of their company like other competitors do.

## **2.4.4 Marketing Channels**

In the Ceramic industry, there are primarily three ways of doing marketing. Firstly, the company appoints a regional sales agent in order to sell their product in various parts of Bangladesh. Here there are two things occurring one is they are doing a market survey of their region at the same time they go to their target customer in order to sell the product by convincing them. Secondly, they sell their product through the wholesaler where the company salesperson approaches wholesalers who are already selling other companies' ceramic products. Thirdly, the company has its own dedicated showroom center from there they sell their products and do promotional



activities toward the customer. So, these are the three main factors of the marketing channel from which the company doing its marketing activities.

### **2.4.5 Product Development**

BHL company mainly manufactures products such as mirror polish floor tiles, nano polish floor tiles, digital polish floor tiles, digital print homogeneous floor tiles, wall tiles, homogeneous floor tiles, stair & parking, tabletop basins, under counter basins, water closet, wash basin, urinal, pan, ozu basin, water tank. All of the items are being produced by the company's own top management decision and market demand. The production process can be easy and affordable & also it can be critical and luxurious. As we know tiles and sanitary ware is absolutely solid but it is fragile and cannot be carried easily. Moreover, it takes more safety, concern, care, and gentle touch in order to carry itself. Furthermore, different kinds of ceramic products require different kinds of materials to manufacture. For example: If a company wants to manufacture tiles, then the materials the company needs are white clay, sand, talc, feldspar, illicit, kaolinitic clay, dolomite, and calcite. On the other hand, if a company wants to manufacture sanitary ware, then it needs clay, ball clay, China clay, quartz, and feldspar. The more interesting part is that most of the raw materials of ceramics are found in Bangladesh which is why there are 68 ceramics manufacturing companies in Bangladesh. In addition, near about 60% of the company's revenue comes from ceramic and sanitary ware products.

### **2.4.6 Competitive Practice**

The competitive strengths that BHL practices are:

- i) **Pricing Strategy:** In BHL, they always focus on keeping their product price lower than their competitors so that they can increase the number of their selling items and position themselves based on that USP to maximize their profit.
- ii) **Display Setting:** BHL has a team which is called visual merchandisers their works are those who are the retailers and wholesalers of BHL ceramic in their store these teams display the company ceramic in the shopper showroom display place in a specific area from where any customer can see the ceramics at a first glance.
- iii) **Market Expansion:** One of the core functions of competitive practices in BHL is market expansion. The company always tries to expand its market territory more than its competitors. For that reason, they employ employees in different parts/locations to introduce their products to their target audiences/customers.

- iv) **Cost Reduction:** BHL Ceramics tries to minimize the cost of their products in order to make their product affordable for all classes of people so that the company can make an acceptance toward people's minds and increase their profit by selling more products.
- v) **Data Analysis:** In BHL there is a dedicated team responsible is to doing market surveys to know from which location what types of tiles, sanitary ware, and ceramic products are in demand and sold. Moreover, what is the size (measurement of square feet) of those tiles that have market demand and their prices, commission to the sellers, and strategies? Furthermore, different markets have different kinds of customers, which can affect the demand for the product. That is also a concern issue for the team. So, after doing thorough research based on data and surveys, they came up with a better decision to utilize the market properly.

### 2.4.7 Activities of Marketing

As we know BHL Company Limited follows the Business-to-Business method so they do not need to be doing any kinds of promotional activities directly toward the final customers. Because they do not follow the Business-to-Customer rules. Although they doing some promotional activities which are:

- i) **Billboard Advertising:** They do billboard advertising on the busy roads of the city so that they can attract their customers at a glance. Moreover, they established their billboard on the heart of the location of business of the ceramics which is situated in Hatirpool, Dhaka - 1205.
- ii) **Social Media Marketing:** The company also uses social media such as Facebook and LinkedIn to know their existence toward their target audience. At the same time, they do advertising activities through it. Moreover, they use these two platforms to do their promotional activities for all of their subsidiaries. In addition, they also post their vacancies on social media.
- iii) **Personal Selling:** In here organization employees interact and make relationships with their target audience such as retailers, wholesalers, and dealers directly to convince them about the product quality, sustainability, durability, commission percentages, discount and advantages they will get through the BHL ceramic products.
- iv) **Public Relation:** In BHL those who are fulfilling their target of selling products those employees get rewarded by the company through portraying a large function such as renting a convention center and distributing the reward which also gets media attention through different TV channels, newspapers, and word of mouth. Moreover, the company also sponsors foreign visits for those employees and dealers.

### **2.4.7 Critical Marketing Issues and Gaps**

BHL company mainly operates its business as B2B for that reason they do not need to do any kind of publicity to know about its existence just like other manufacturing companies such as FMCG, Apparel, and Footwear. That is why they do not actively participate in social media aggressively such as Instagram, Twitter, Snapchat, and WhatsApp. They should establish a strong presence on the social media site and sponsor their ads on that side so that the public can know about them and build trust issues in the BHL brand. Moreover, BHL can do influencer marketing, and sponsor different event management such as talk shows, reality shows, contest programs, etc. to know their existence. So, these are the issues that I found in the BHL company regarding marketing issues and gaps.

## **2.5 Financial Performance of BHL Group**

Financial performance is the only way to judge whether a business is profitable, durable, sustainable, healthy, or not. Without financial performance it is genuinely hard to know the situation of the business and each activity how they are progressing. It is the health of the business. Here we will examine the financial performance of BHL Group based on four (4) activities or we can say ratios by analyzing companies previous 5 years' financial performances those are:

- i) Liquidity Ratio
- ii) Asset Management Ratio
- iii) Debt Management Ratio
- iv) Profitability Ratio

Additionally, when we find out the liquidity ratio, it will break down into two things in order to know about liquidity ratio which are the current ratio and the quick ratio. When we find out the asset management ratio, it will break down into five things which are inventory turnover ratio, total asset turnover ratio, fixed asset turnover ratio, DSO, and average payment period. Also, the debt management ratio consists of two things which are debt to asset ratio or debt ratio and time interest earned ratio (TIE). At last, the profitability ratio has four activities inside it those are gross profit margin, operating profit margin, net profit margin, ROA, ROE, and ROI.

## Liquidity Ratio

### Current Ratio

Table – 1  
Current Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Current Ratio	0.22 Times	0.43 Times	0.64 Times	1.55 Times	2.28 Times

### Interpretation of Current Ratio

As we can see from the last 5 years' company current ratio has very much improved and its increased. In 2023, the company current ratio was 2.28 times which also indicates that company current asset were 2.28 times higher than their current liabilities. Also, company can pay its bills and short-term loans. So, the company current ratio is very good based on its previous record.

### Graph

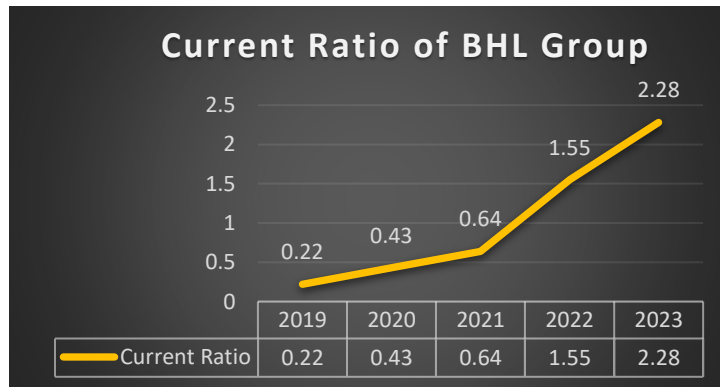


Figure 8: Graph of Current Ratio of BHL Group

## Quick Ratio

Table – 2  
Current Ratio of BHL Group over the last five (5) year

Year	2019	2020	2021	2022	2023
Quick Ratio	0.02 Times	0.05 Times	0.09 Times	0.24 Times	0.42 Times

### Interpretation of Quick Ratio

As we can see from the last 5 years from 2019 to 2023 company quick ratio has slightly improved. In 2023, the company quick ratio was 0.42 times which means the company current asset excluding from inventory were only 0.42 times of their current liabilities. Quick ratio slightly improved from last year. It also means company can pay off its current liabilities by transferring into liquid asset.

### Graph

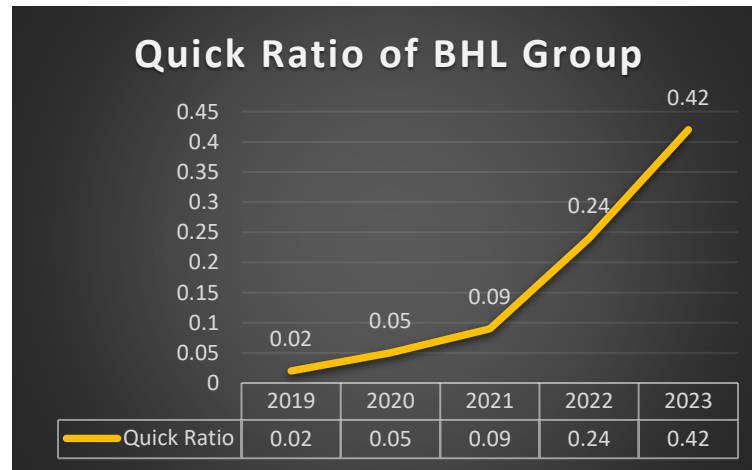


Figure 9: Graph of Quick Ratio of BHL Group

## Asset Management Ratio

### Inventory Turnover Ratio

Table – 1  
Inventory Turnover Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Inventory Turnover Ratio	1.25 Times	1.25 Times	1.25 Times	1.22 Times	1.22 Times

### Interpretation of Inventory Turnover Ratio

The inventory turnover ratio of the company was constant and slightly decreased. As we can see in 2019 to 2021 it was constant which was 1.25 times but in 2022 and 2023 it was slightly decrease. In 2023, the company inventory turnover ratio was 1.22 times which mean the company sold out and restocked its inventory 1.22 times. The performance of inventory turnover ratio is slightly poor.

### Graph

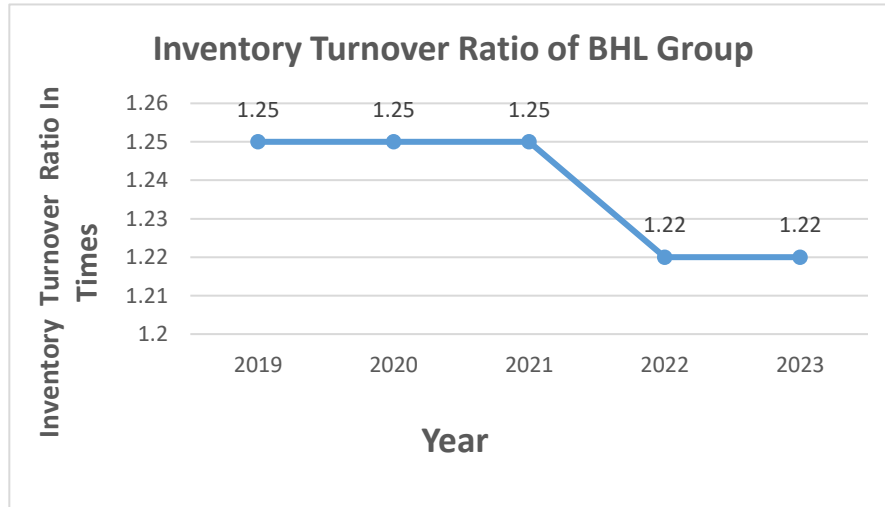


Figure 10: Graph of Inventory Turnover Ratio of BHL Group

## Total Asset Turnover Ratio

Table – 2

Total Asset Turnover Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Total Asset Turnover Ratio	0.08 Times	0.09 Times	0.11 Times	0.27 Times	0.26 Times

### Interpretation of Total Asset Turnover Ratio

Total asset turnover ratio of BHL Group for the last 5 years was fluctuating. We can see from 2019 to 2021 it was slightly increased but from 2022 to 2023 it was slightly decreased. In 2023, every 1 BDT worth of total assets generated 0.26 BDT of sales. Total assets turnover ratio has slightly decreased from the last year. So, the company's total asset turnover ratio is slightly poor.

### Graph

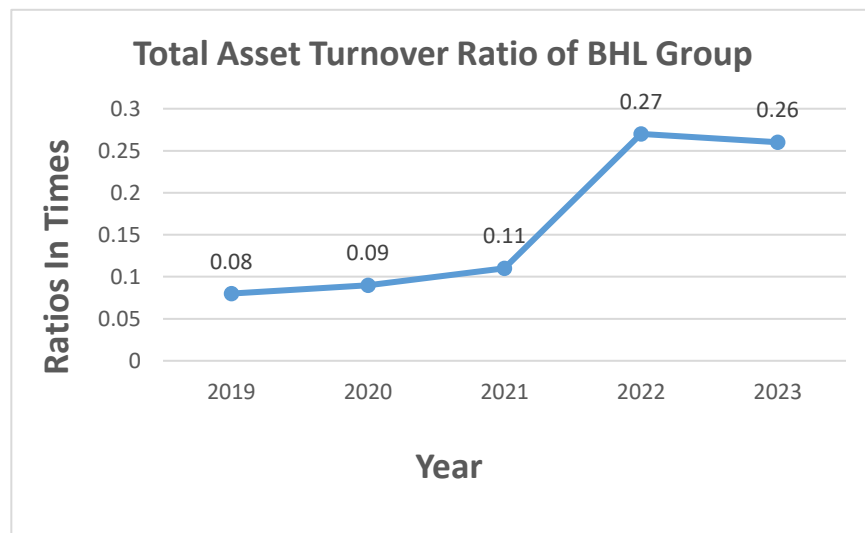


Figure 11: Graph of Total Asset Turnover Ratio of BHL Group

## Fixed Asset Turnover Ratio

Table – 3  
Fixed Asset Turnover Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Fixed Asset Turnover Ratio	0.12 Times	0.16 Times	0.24 Times	0.67 Times	0.74 Times

### Interpretation of Fixed Asset Turnover Ratio

In 2023, every 1 BDT fixed asset generated 0.74 BDT of sales. As we can see fixed asset turnover ratio has improved slightly from the last year. Moreover, from 2019 to 2023 it had increased which indicated that it was improving. So, basically it is proved that company was utilizing its investment in fixed asset to generated revenue. Furthermore, fixed asset turnover ratio has slightly improved from the last year. So, the company's fixed asset turnover ratio is slightly improved.

### Graph

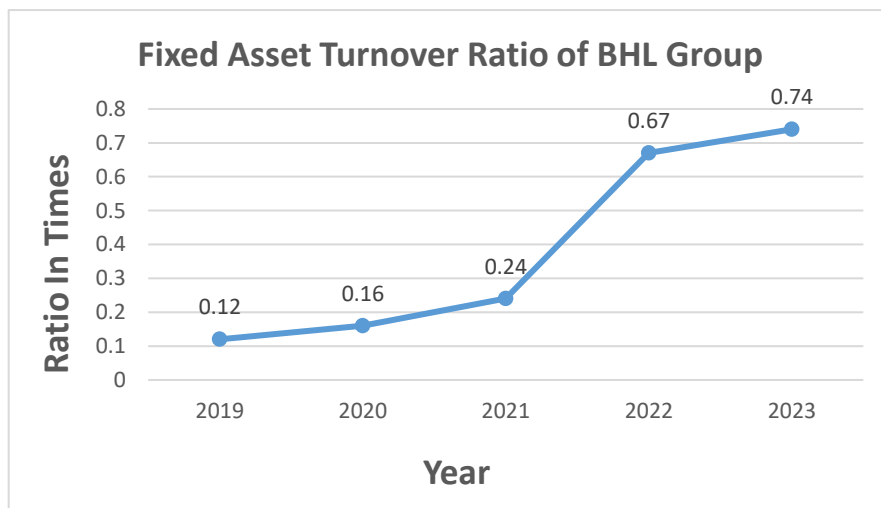


Figure 12: Graph of Fixed Asset Turnover Ratio of BHL Group



## Average Collection Period

Table – 5  
Average Collection Period of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Average Collection Period	4 Days	5 Days	3 Days	7 Days	6 Days

### Interpretation of Average Collection Period

As we can see from 2019 to 2023 there on an average day to collect the receivable from the customer fluctuated. In 2023, on an average it took 6 days to collect the receivable from the customer. The average collection period day has decreased from its last year. That mean there was a slightly changed in an average collection period. So, we can say average collection period was slightly improved.

### Graph

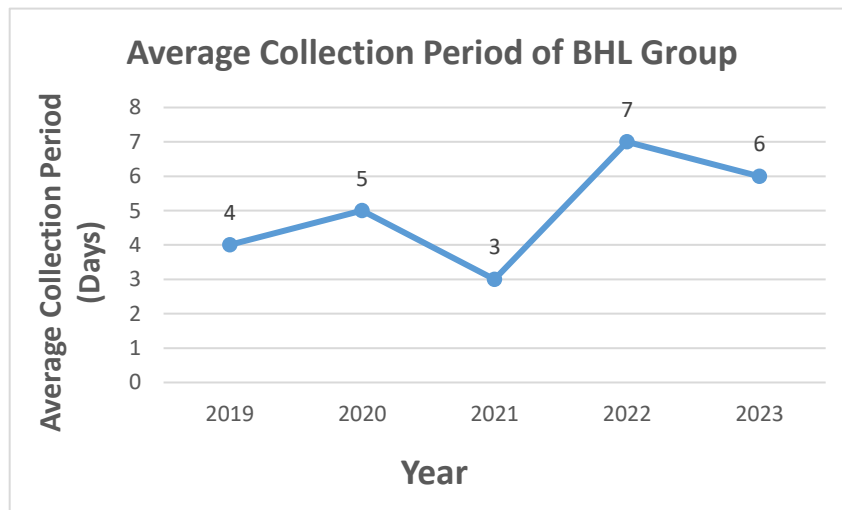


Figure 13: Graph of Average Collection Period of BHL Group

## Average Payment Period

Table – 6  
Average Payment Period of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Average Payment Period	14 Days	14 Days	9 Days	13 Days	10 Days

### Interpretation of Average Payment Period

In 2023, it took on an average 10 days to make the payment to the suppliers. If we compare our average payment with average collection period, we find a favorable situation. Because their average payment period is higher than average collection period. So, the average payment period system of BHL was satisfactory but it was fluctuated over the last 5 years from 2019 to 2023.

### Graph

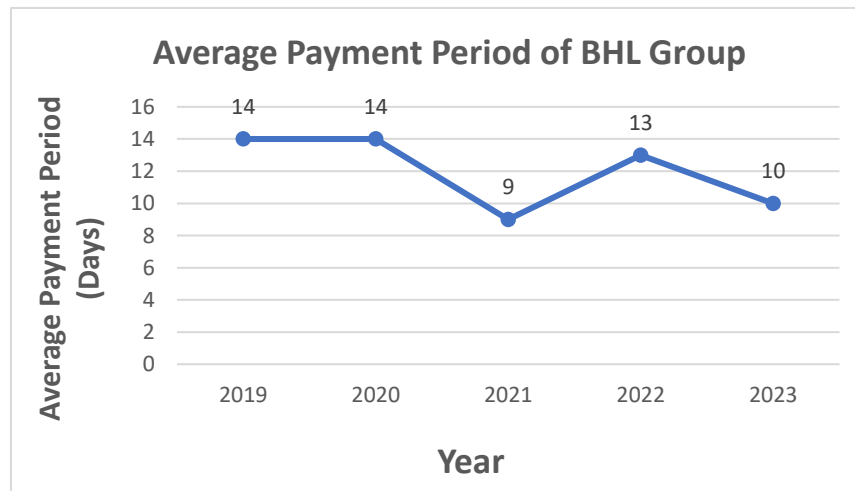


Figure 14: Graph of Average Payment Period of BHL Group

## Debt Management Ratio

### Debt to Asset Ratio

Table – 1  
Debt to Asset Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Debt Ratio	29.44%	32.14%	22.48%	66.25%	72.90%

### Interpretation of Inventory Turnover Ratio

As we can see, in 2023 72.90% of the total assets were financed by debt which is not consider as a better situation of the business. Moreover, debt ratio had increased from the last year. Furthermore, we can see from 2019 to 2023 the debt ratio was fluctuated many times. At some point it increased and another time it decreased. Based on this condition the decision to take the additional debt is not right. So, the debt management ratio of BHL Group is in a critical condition.

### Graph

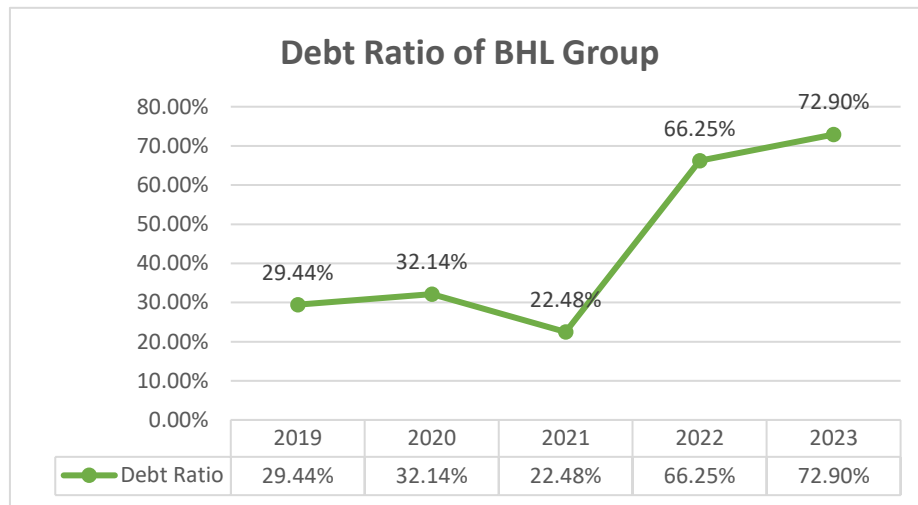


Figure 15: Graph of Debt Ratio of BHL Group

## Times Interest Earned Ratio

Table – 2

Times Interest Earned Ratio of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Times Interest Earned Ratio	1.01 Times	1.09 Times	1.15 Times	1.21 Times	1.24 Times

### Interpretation of Times Interest Earned Ratio

In 2023, the company EBIT was 1.24 times higher than their interest expense or we can say in 2023 the company could cover their interest expense 16.94 times with their EBIT. TIE (Times Interest Earned) ratio had been increasing over the last 5 years which indicate the better ability to paying its interest expenses. But we cannot say that TIE is strong because in order to be a strong it has to be 1.5ntimes or greater than that. So, TIE performance of the BHL Group is slightly improved.

### Graph

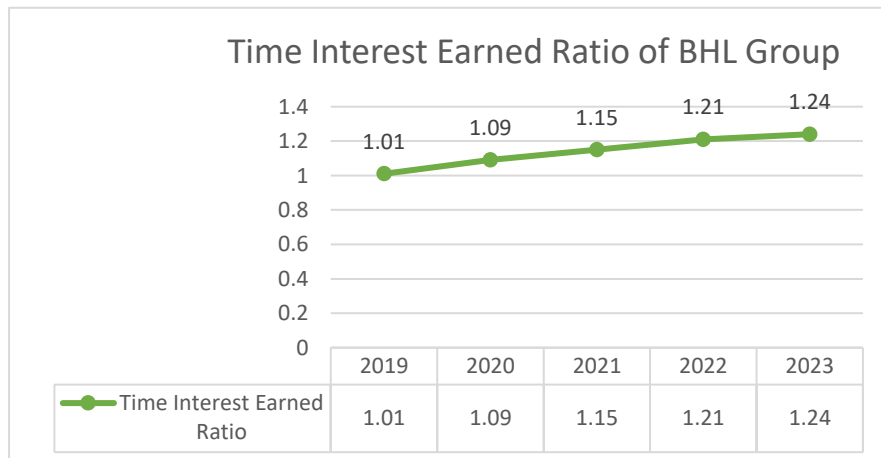


Figure 16: Graph of Times Interest Earned Ratio of BHL Group

## Profitability Ratio

### Gross Profit Margin

Table – 1  
Gross Profit Margin of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Gross Profit Margin	14.74%	20%	19.88%	18.18%	18.23%

### Interpretation of Gross Profit Margin

In 2023, every 100 BDT worth of sales generated only 18.23 BDT of gross profit. It had been fluctuating over the last 5 years. As we can see from 2019 to 2020 there was slightly increased in gross profit but from 2021 to 2023 the gross profit margin was fluctuating over the last 3 years. Moreover, gross profit margin had increased from the last year. So, we can say gross profit margin of BHL Group was slightly increased from its last year.

### Graph

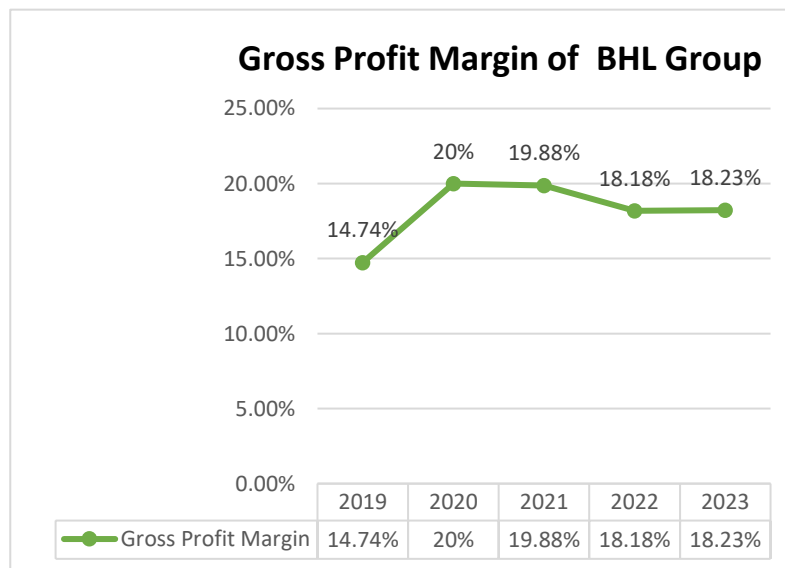


Figure 17: Graph of Gross Profit Margin of BHL Group

## Operating Profit Margin

Table – 2  
Operating Profit Margin of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Operating Profit Margin	1.93%	2.33%	14.29%	15.58%	15.21%

### Interpretation of Operating Profit Margin

In 2023, every 100 BDT worth of sales generated only 15.21 BDT of operating profit. Operating profit margin had slightly decreased to compare from last year. As we can see from 2019 to 2022 operating profit margin had been increasing which indicate that the company is reliable for any investment or any expansion decision for further decision. Though in 2023 the operating profit was slightly decreased. So, we can say the operating profit margin of the BHL Group is slightly poor from its last year.

### Graph

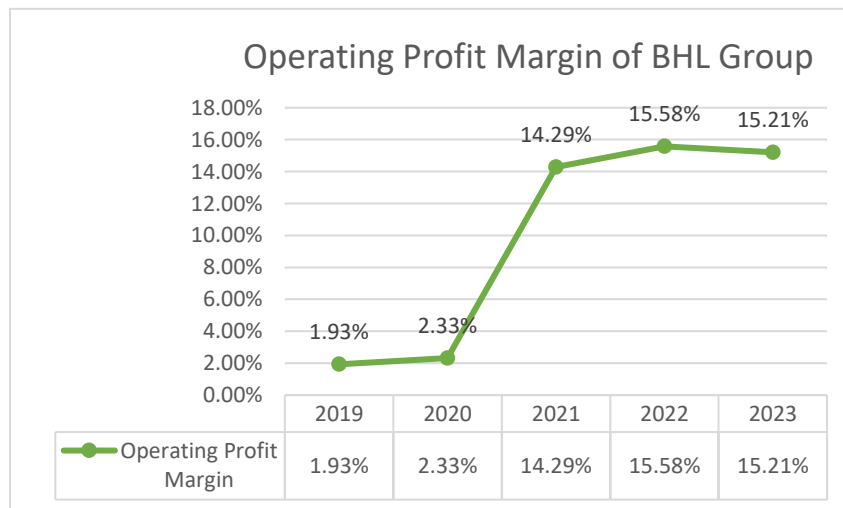


Figure 18: Graph of Operating Profit Margin of BHL Group

## Net Profit Margin

Table – 3  
Net Profit Margin of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Net Profit Margin	1.85%	1.42%	1.31%	1.91%	2.11%

### Interpretation of Net Profit Margin

In 2023, every 100 BDT worth of sales generated 2.11 BDT of net profit margin. Net profit margin ratio has been fluctuating over the last 5 years. Net profit margin had increased slightly from its last year. If we see the net profit margin from 2019 to 2023 it shows that the ratio of net profit margin is not constant. It is gradually in a volatile situation. Moreover, net profit margin has slightly improved from its last year. So, we can say the net profit margin of the company is slightly improved.

### Graph

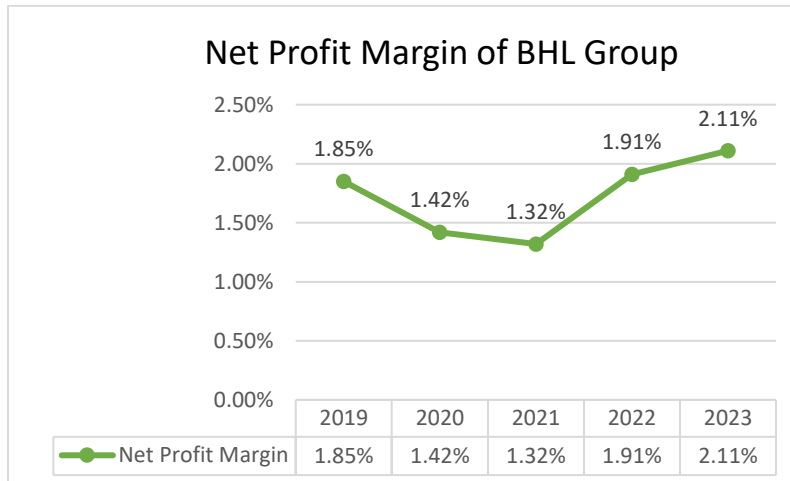


Figure 19: Graph of Net Profit Margin of BHL Group

## Return on Asset

Table – 4  
Return on Asset of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Return on Asset	0.17%	0.14%	0.14%	0.55%	0.55%

### Interpretation of Return on Asset

In 2023, every 100 BDT worth of total asset generated 0.55 BDT of net profit. We can also see from 2019 to 2023 return on asset has been fluctuating over the last 5 years. ROA remain constant from its last year. ROA is a major component of financial metric for a company to determine its financial ability. Strong ROA means the company has super potential power to perform a better financial result. ROA remains constant.

### Graph

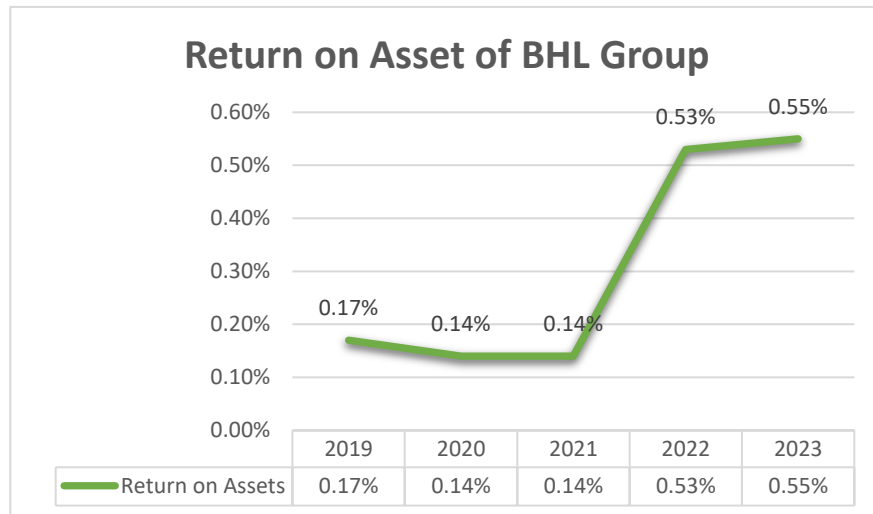


Figure 20: Graph of Return on Asset of BHL Group



## Return on Equity

Table – 5  
Return on Equity of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Return on Equity	0.51%	0.53%	0.67%	2.76%	2.56%

### Interpretation of Return on Equity

In 2023, the common shareholders of BHL Group earned only 2.56 BDT for every 100 BDT invested into the company. As we can see over the last 5 years return on equity had been fluctuating. Moreover, if we compare ROE in 2022 and in 2023 which we can see that it was slightly decreased from its previous year. Furthermore, from 2019 to 2021 it had been increasing slightly. So, ROI is slightly poor.

### Graph

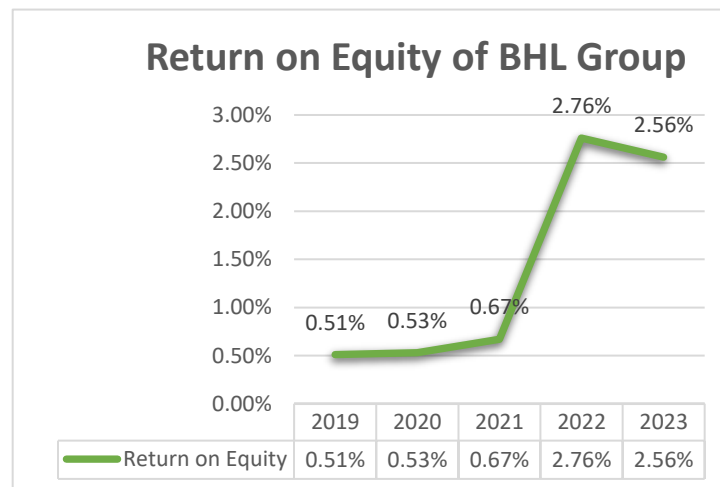


Figure 21: Graph of Return on Equity of BHL Group

## Return on Investment

Table – 6  
Return on Investment of BHL Group over the last five (5) years

Year	2019	2020	2021	2022	2023
Return on Investment	0.51%	0.53%	0.67%	2.76%	2.56%

### Interpretation of Return on Investment

In 2023, every 100 BDT worth of Investment company had generated 0.73 BDT of net profit. In other way, in 2023 the company had generated 0.73 BDT of net profit of every 100 BDT investment. Return on investment has slightly decreased from its last year. Furthermore, ROI has been fluctuated over the last 5 years. In addition, return on investment of BHL Group is slightly poor.

### Graph

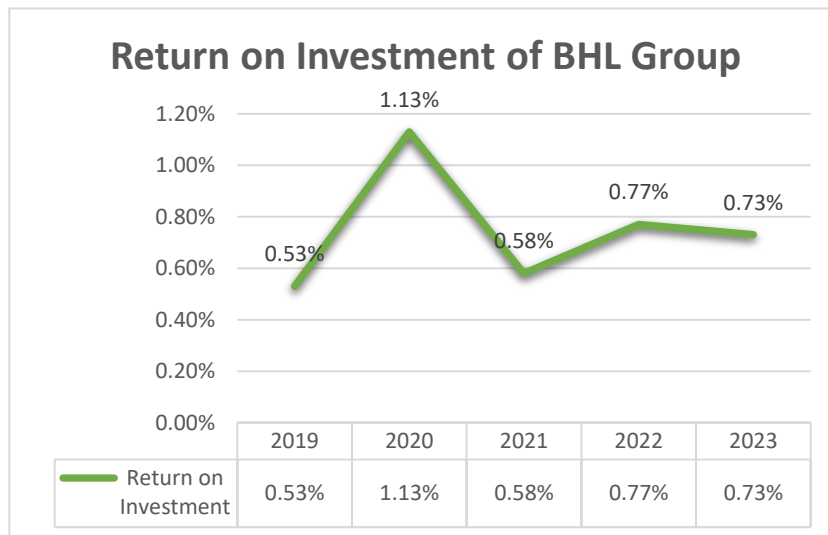


Figure 22: Graph of Return on Investment of BHL Group

## 2.5.1 Du-Pont Analysis

In here, we combine net profit margin with total asset turnover.

For Du-Pont analysis we figure out:

ROA = Net Profit Margin X Total Asset Turnover

We find, in 2023, ROA was 0.55%, net profit margin was 2.11%, and total asset turnover ratio was 0.26 times.

On the other hand, in 2022, ROA was 0.55%, net profit margin was 1.91%, and total asset turnover ratio was 0.27 times.

So, ROA = Net Profit Margin X Total Asset Turnover

- (2022)  $0.55\% = 1.91\% \times 0.27$  times
- (2023)  $0.55\% = 2.11\% \times 0.26$  times

With this analysis we try to pinpoint a particular problem area of BHL Group but we do not find any major issues. So, we can say company overall situation is very good.

## 2.5.2 Accounting Practice

BHL Group Limited meticulously records all business transactions in full compliance with Bangladeshi regulations. The company also ensures that all necessary authorizations are valid and that the required documents are both present and accurate. We discuss the method of accounting, the accounting cycle, and the depreciation of the method that is used in the BHL Group.

- i) **Method of Accounting:** The method of accounting that is used in the BHL Group is cash basis accounting. The reason cash-based accounting companies prefer this is because the company wants to register every amount when they receiveable from their customer and any accounts receivable the company gets. The advantage of this method of accounting is every transaction record when cash is transferred from one place to another. If the company earned cash based on their service at that time when the company received the revenue at that moment it is recorded. On the other hand, when there is any account payable thing occurred at that time when the company paid their liability at the transaction is recorded. Furthermore, the company decided that in the future the company will practice accrual basis accounting.
- ii) **Accounting Cycle:** As we know there are near about 8 to 9 steps in the accounting cycle and they follow all the steps those are giving an entry of every transaction,

preparing journal entries, posting journal entries, preparing unadjusted trial balance, making adjusting journal entries, prepare adjusted trial balance, prepare financial statement, prepare closing entries, prepare post-closing entries.

- iii) **Depreciation:** The company follows a double declining balance of depreciation method. The reason companies follow this method is because by using this method companies can depreciate their asset twice than the straight-line method. Moreover, the advantage of this method is it is considered that the asset loses more in the first year of its use rather than another year for that reason it depreciates twice from the first year. In addition, the company also gets the benefit of paying less amount of tax based on that.

## 2.6 Operation Management System

Adam Hayes (2021) stated that operations management involves utilizing resources such as human labor, physical materials, and digital technologies (Operation Management System). Operations managers are tasked with obtaining materials, producing goods, and delivering them to customers based on demand and resource availability. Therefore, the management at STL is accountable for ensuring that all operational activities are efficiently handled.

- i) **Maintenance of the Resources:** BHL group focuses on affordable prices and standard quality of their product which are made in one of their manufacturing plants located in Habiganj. The manufacturing plant is fully equipped with automated machinery. However, some of the mixture of raw materials needs manual labor. The production department unit undergoes a schedule of maintenance first they have to collect the raw materials. To create a shiny and strong tile the first condition is sorting the finest clay which is the first priority of manufacturing tiles and ceramics products. After that, they have to source minerals, and additives such as feldspar, quartz, pigment, silica, etc. Before going into production, they have to evaluate the demand for how many tiles they will manufacture based on the inventory they have or remaining.
- ii) **Collection of Data:** Furthermore, the operation management of BHL Group takes data and info into account. As we know better information and data about the market make successful operations based on how accurately information is being kept from the marketplace and analysis of other competitors and what kinds of innovation or products they launch. Also, knowing the product demand based on the location is a core element of success. In order to collect these data, there is a dedicated team working in BHL those are called sales officers. Their task is to survey and gather information from

markets all over the parts of the country and submit them to their head of sales authority. Then the Head of Sales authority provides suggestions to the management authority and the management authority provides the direction toward the production department where the production department gives direction to the production unit.

- iii) **Quality Controlling:** Regardless of whatever things are happening in the external domain ensuring quality is one of the factors for drive the operation. When tiles come out from the manufacturing plant there is a dedicated team Research & Development team to check the quality of those tiles to ensure that is it produced as per the quality system and the input that is given to the machinery or not. Because in the production unit which is done by machine, there can be any fault by system which is later separate from the outgoing product. The company gets ISO 9001:2015 certification to maintain the proper quality control.

### 2.6.1 Information System Practice

BHL group has its dedicated database and a networking service which is wholly owned by the company but service provided & controlled by a third party. The third party developed the software as per company requirements & policy. They use SQL (Structured Query Language, 2024) server management and VB dot net database system. In addition, the company used cloud virtual machine service which is held in the backend of the system of the whole IT infrastructure. Under the IT infrastructure processing the group created multiple operation sections for storing the information for the whole company. To illustrate, first, they created a portal called Human Resource Management under this HRM portal there are created modules such as Employee Information, Attendance, Leave Management & Accounts Management System and under these modules, there are sub-modules for example there are operation, reports, approval and master setup. For instance, if we focus on the Leave Management module then we would see under this module there are four sub-modules those are Operation Menus, Report Menus, Approval Menus, and Master Setup Menus. In Operation Menus of Leave Management, there are two sub-set modules such as Leave Application Entry and Manual Leave Application Entry. Furthermore, In the Report Menus, there are 4 sub-set modules which are Leave Application Report, Leave Summary Report, Leave Pending Report, and Short Leave Summary Report. Additionally, In the Approval Menus, there are two sub-modules such as Leave Approval & Pending Leave Approval. In addition, there is another sub-set module which is called Master Setup. Here, the core work is the customization of boxes basically data boxes/sub-modules to add something new or deduct information if needed. Below are the images of Leave Management portals and how things worked.



Figure 23: Operational Menu (Module) of Leave Management System of BHL Group

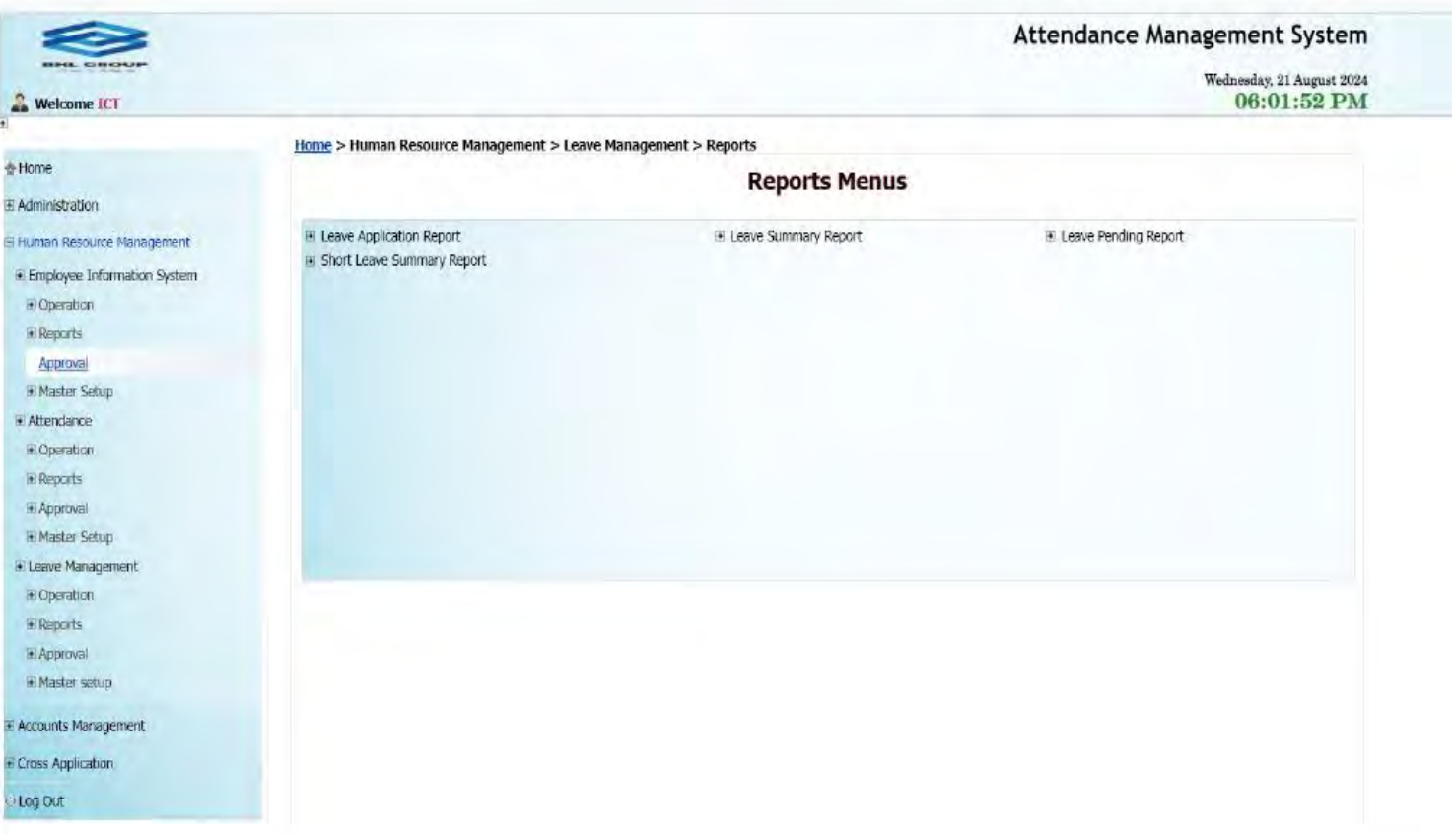


Figure 24: Report Menu (Module) of Leave Management System of BHL Group



Figure 25: Approval Menus (Module) of Leave Management System of BHL Group

## **2.7 Analysis of Global Ceramics, Bangladesh Ceramic Tiles Industry and the Competitors of BHL Group**

### **2.7.1 Global Ceramics Industry Analysis**

According to Grand View Research (2023), the market size of global ceramic tiles was 248.89 billion USD in 2022 and it is forecasted that in 2032 it will reach 359.35 billion USD. Moreover, it is assumed that the compound annual growth rate will be 7.9% over the 2024-2032 financial years. The reason the ceramic industry in the global market booming is because of the availability of raw materials. The main raw material of ceramic is clay and other natural resources such as sand, water, quartz, and silica which are found in nature. For that reason, the production of tiles becomes more affordable, and customers get the product within a reasonable price range. In the future, the demand for the ceramic industry will go further than the present scenario because of the rapid increase in population. It is estimated that by the year 2050, the global population will reach 9.5 billion (Straits Research, 2022). This dimension will stimulate the demand for tiles for housing, businesses, infrastructure, hospitals, hotels, laboratories, pharmaceuticals, real estate, decorations, display centers, etc. The reason the Asia Pacific market dominates the ceramic industry is the rapid number of manufacturing sectors producing ceramic which assists in developing the country's economy (Grand View Research, 2024). Besides, in these regions, investors are more willing to invest in this industry to expand their production capacity to capture the market share. On the other hand, if we focus on the China Ceramic Market, we would see it is one of the fastest and rapidly growing industry and growth rate over the rest of the countries. Also, if we look at the market growth rate of the ceramic industry in Asia is 7.8% (Grand View Research, 2024). The market growth rate of the ceramic industry in Europe is 4.19% (Ceramic Tiles Market Emerging Trends, 2024). In addition, the growth rate in South America is 5.6%, and in North America is 6.6% (Grand View Research, 2024). Finally, the Oceania market has the lowest market growth of the ceramic industry which is 0.9% (Ceramic Product Manufacturing in Australia, 2023). There are major global players in the ceramic industry those are: 3M, RAK Ceramics, Du-Co Ceramic, CeramTek, Kajaria Ceramic, Saint, Morgan Advanced Materials, Applied Ceramics, Momentives Performance Materials, Coorstek, McDanel Advance Ceramic, Momentive Performance Materials, Murata Manufacturing Co. etc.



Attribute	Details
Study Period	2019 to 2032
Base Year	2023
Estimated Year	2024
Forecast Period	2024-2032
Estimated Value	359.35 billion USD
Growth Rate	CAGR of 7.9% over 2024-2032
Ceramic Type	i. Traditional ii. Advance
Product	Tiles Table wares Sanitary wares Pottery
End to End User Industry	Building & Construction Industrial Medical (Healthcare, Pharma, Diagnostic, Biotechnology) Decoration Laboratory Food Industry
Geography & Country Were Located Ceramic Manufacturer	i) North America Market <ul style="list-style-type: none"> <li>• USA</li> <li>• Canada</li> <li>• Mexico</li> </ul> ii) Europe Market <ul style="list-style-type: none"> <li>• Germany</li> <li>• U.K.</li> <li>• France</li> <li>• Italy</li> <li>• Spain</li> <li>• Rest of Europe</li> </ul>

	<p>iii) Asia Pacific Market</p> <ul style="list-style-type: none"> <li>• China</li> <li>• India</li> <li>• Bangladesh</li> <li>• Japan</li> <li>• South Korea</li> <li>• Rest of Asia Pacific</li> </ul>
<p><b>Geography &amp; Country Were Located Ceramic Manufacturer</b></p>	<p>iv) South America Market</p> <ul style="list-style-type: none"> <li>• Brazil</li> <li>• Argentina</li> <li>• Rest of the South America</li> </ul> <p>v) Middle East Market</p> <ul style="list-style-type: none"> <li>• United Arab Emirates</li> <li>• Iran</li> <li>• Saudi Arabia</li> <li>• Rest of the Middle East</li> </ul> <p>vi) Africa Market</p> <ul style="list-style-type: none"> <li>• Egypt</li> <li>• South Africa</li> <li>• Nigeria</li> <li>• Morocco</li> <li>• Rest of the Africa</li> </ul>

Figure 26: Attribute of ceramic toward global industry and its market

## 2.7.2 Bangladesh Ceramic Tiles Industry

According to the IDLC Monthly Business Review, Bangladesh's ceramics industry has expanded to exceed BDT 6,000 crore, experiencing an annual growth rate of 20% in the domestic market and 26% in exports (Zaman, 2022). This expansion is driven by steady economic growth, rising disposable incomes, fast-paced urbanization, and diverse housing options. From tableware on our dining tables to insulators in automotive parts, ceramics play a more integral role in our daily lives than we might realize. Since its inception in the late 1950s, with Tajma Ceramics Industries Ltd. pioneering the business, Bangladesh's ceramics industry has become one of the fastest-growing manufacturing sectors. Today, there are around 68 manufacturers creating a variety of ceramic products, including heavy clay items like pottery and terracotta, tiles, sanitary ware such as basins and toilet bowls, insulators like pin and disc insulators, and tableware such as dinner plates and bowls. According to Business Standard, ceramic industry currently meets around 80% of domestic demand, with local production covering approximately 95% of the tableware, 75% of the tiles, and 85% of the sanitary ware needs (Abbas, 2022). It directly employs about 48,000 people, while over 500,000 individuals are estimated to be indirectly involved (The Business Standard, 2022). Although the industry shows great potential for further growth, it faces significant challenges, particularly due to the ongoing energy crisis and rising costs of raw materials, shipping, and transportation—largely attributed to the Russia-Ukraine conflict. Bangladesh's ceramics industry is one of the country's fastest-growing manufacturing sectors.

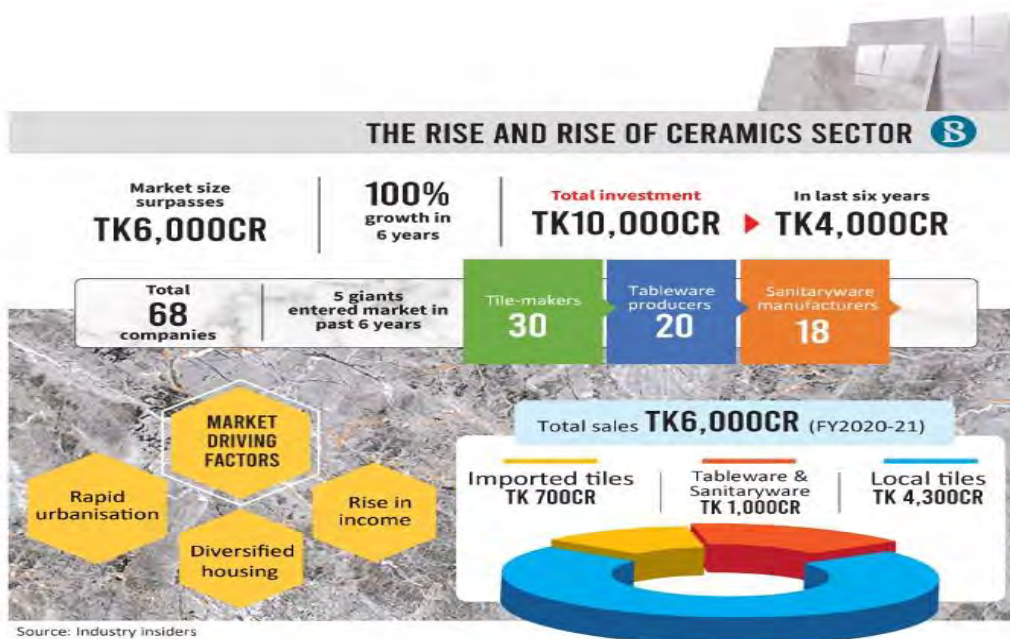


Figure 27: Total market size and investment in ceramic Industry in Bangladesh

As the economy expands and urbanization accelerates, local demand for ceramic products continues to increase. However, following the COVID-19 outbreak in 2020, the industry

experienced a 30% decline in sales (IDLC Monthly Business Review, 2022). Four out of the five publicly listed ceramics companies reported profits that year, although at lower levels than in 2019, while one company reported losses. For example, RAK Ceramics, the leading company in tiles and bathroom fittings, saw a 9.82% decline in revenue and a 58.81% drop in profits in 2020. Shinepukur Ceramics experienced a 4% drop in revenue but a 77% increase in profits, while Standard Ceramics saw a 17% rise in revenue but a 71% decline in profits. Fu-Wang Ceramics, on the other hand, reported a 26% increase in revenue but a slight 0.99% decrease in profit (The Business Standard, 2022).

Since then, the industry has largely recovered from the pandemic’s impacts, primarily due to a rebound in the construction sector. This recovery highlights the market’s resilience, particularly with the government’s focus on affordable housing, which has helped the sector regain



Figure 28: Total ceramic manufacturing facilities number in Bangladesh

momentum. The ceramics industry has also benefited from rising disposable incomes, increasing demand for larger homes, competitive mortgage rates, and a young population. According to a USAID study, the manufacturing capacity of Bangladesh’s ceramics sector grew by around 200% between 2008 and 2018. Companies now produce 5 million pieces of sanitary ware, 150 million square feet of tiles, and 250 million pieces of tableware annually. In the 2020-21 fiscal year, ceramics sales reached BDT 6,000 crore, as reported by the Bangladesh Ceramic Manufacturers and Exporters Association, with BDT 1,000 crore spent on kitchen and bathroom accessories. Abbas Noyon stated that this industry made a significant contribution to domestic sales, generating BDT 4,300 crore, while imports accounted for BDT 700 crore (The Business Standard, 2022).

### 2.7.3 Key Market Players and Export Trends/Targets of Ceramic Company in Bangladesh

In Bangladesh, there are 68 ceramics manufacturing companies, based on that 20 of them produce tableware, 18 of them produce sanitary ware and the rest of them produce tiles (The Business Standard, 2022).

**Market of Tiles:** Over 60% of the tile market is dominated by five leading manufacturers. RAK and Akij jointly hold about 32.32% of the market share, with each controlling around 16% (The Business Standard, 2022). They are followed by prominent competitors like Greatwall, Star, Abul Khair, and Mir Ceramics. In addition to these, regional brands and a few imported Chinese brands make up more than a third of the tile market. Among the notable brands is DBL Ceramics Ltd., which launched its fully automated plant in late 2016. The company has invested in modern technology and equipment, boosting its production capacity to 35,000 square meters per day, and has developed a strong nationwide supply chain (The Business Standard, 2022).

**Market of Tableware:** Abbas Uddin stated that Shinepukur Ceramics, a subsidiary of the Beximco Group, holds 18% of the country's tableware market, valued at over BDT 500 crore, and accounted for 24% of all ceramic exports during the 2018–19 fiscal year (The Business Standard, 2022). Monno Ceramics, established in 1984 and is one of the oldest and largest tableware manufacturers, has built a strong reputation both domestically and internationally. With a workforce of 2,000 employees, the company produces approximately 250,000 porcelain pieces and 1.5 million bone china pieces each month (The Business Standard, 2022).

**Market of Sanitary Ware:** RAK Ceramics, a joint venture between the UAE and Bangladesh, holds around 30% of the BDT 1,000 crore sanitary ware market (IDLC Monthly Business Review, 2022). The company, listed on both the Dhaka Stock Exchange and the Abu Dhabi Securities Exchange, manufactures a wide array of products, including ceramic and porcelain tiles, bathroom accessories, and various types of sanitary ware. With over 2,500 models available, RAK Ceramics frequently introduces new designs to meet evolving customer preferences.



Figure 29: Market Share of Ceramic Company in Bangladesh

According to New Vision, Abul Khair Ceramics, part of the Abul Khair Group, controls 18% of the market. Its "Stella" brand is popular in the local market due to its affordability and availability. With an extensive distribution and dealership network, Abul Khair Ceramics has established itself as a key player in the sanitary ware industry. The industry has seen significant growth over the past six years, particularly in exports, driven by a diversified range of tableware products. In FY 2021–22, export earnings reached USD 41.36 million, surpassing the Export Promotion Bureau's target of USD 35 million. The sector now exports to over 50 countries, including the UK, USA, Italy, Spain, Norway, France, the Netherlands, and Australia. Key factors driving this growth include the US-China trade war and increasing demand in Europe, contributing more than USD 9 million to the industry and expected to sustain this positive trend.

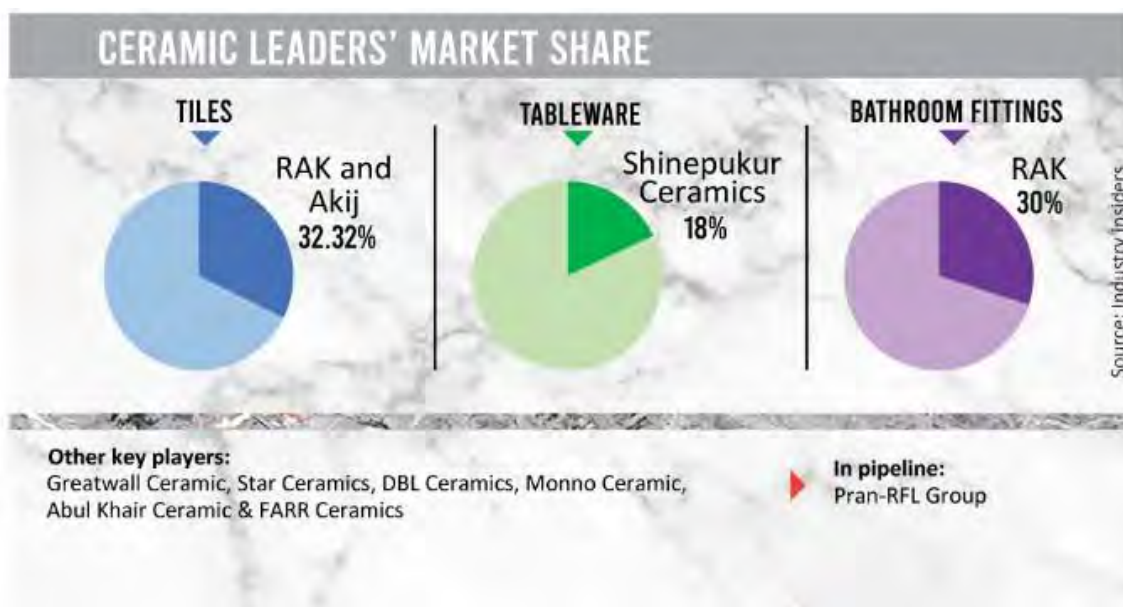


Figure 30: Ceramic leaders' & their market share

If we look at the market of the ceramic industry in Bangladesh then we find that there are 6 major key players in the tiles category such as RAK, Akij, Great Wall (Brand of CHARU Ceramic), Star Ceramic, Abul Khair Group, Mir Ceramic. Moreover, RAK and Akij jointly capture a 32.32% market share of tiles. In contrast, Shinepukur Ceramic Company is the market leader in tableware. Other ceramic companies are manufacturers of tableware such as Monno Ceramic Industries Ltd., Akij, Star, FARR Ceramics, Standard Ceramic Industries Ltd., DBL Ceramics, etc. On the other hand, RAK Ceramic is the market leader in sanitary ware with a total market share of 30%. Other sanitary ware companies are BHL Ceramics, Charu Ceramic, Stella, Rosa, Shine Sanitary Ware, Euro Bangla Ceramics, Excellent Ceramic Industry, Decca Ceramics etc.

## 2.7.4 Analysis of Porter’s Five Forces of Ceramic Industry in Bangladesh

First, we figure out the “Degree of Competition” in the ceramic industry through Porter 5 forces analysis.

Forces Name	Conditions				
	Very Weak	Weak	Moderate	Strong	Very Strong
i) Competitive Rivalries	1	2	3	4	5
ii) Threat of New Entrants	1	2	3	4	5
iii) Bargaining Power of Buyers	1	2	3	4	5
iv) Bargaining Power of Suppliers	1	2	3	4	5
v) Threat of Substitutes	1	2	3	4	5

Figure 31: Table of Degree of Competition of ceramic industry in Bangladesh

Now calculating the Degree of Competition:

$$\rightarrow \{(5 + 4 + 5 + 3 + 4) / 25\} * 100$$

$$\rightarrow 84\%$$

So, the Degree of Competition is 84%. As we know the higher the degree of competition the lower the profitability.

Below describing the reason behind it:

- i) **Competitive Rivalries:** The competitive rivalries in the ceramic industry of Bangladesh are very strong due to the growing number of ceramic manufacturing companies in Bangladesh. There are 68 manufacturing companies located in Bangladesh and all are competing with each other to capture the market share. As we already know RAK and Akij Ceramics jointly own a 32.32% market share and the rest of the company holds a 67.68% market share. Besides, there is growing competition in the market to import ceramics from China and India because duty fees and tariffs are lower rather than importing raw materials of ceramic. So, for this various reason, the competitive rivalries of the ceramic industry in Bangladesh are very strong.
  
- ii) **Threat of New Entrants:** The threat of new entrants is strong. To enter a ceramic market, one has to invest a chunk amount of money to set up a manufacturing facility, import machinery from abroad, raw material sourcing, find skilled laborers/engineers to operate the production facility, and maintain compliance issues all over the company. Moreover, there is a high risk of competition due to established brands such as RAK, Fresh, Star, Monno, etc. People will always go for the established brand whom they trust such as loyal customers. Furthermore, issuing economies of scale is more concern for new companies. In addition, distribution networks for instance dealers, wholesalers, retailer information, and data are going to be difficult to get for new companies. New entrants are required to adhere to numerous regulations regarding environmental sustainability, energy consumption, and labor practices, which may lead to higher costs and added complexities.
  
- iii) **Bargaining Power of Buyers:** The bargaining power of customers in this sector is very strong. As we know 68 manufacturing companies produce ceramics for the ultimate users who are customers. Moreover, customers of Bangladesh are price sensitive. They always looking for better quality products with reasonable prices. So, if a company increases the price of its product, then it will lose a significant number of customers. Besides, there are huge numbers of competitors who always want to capture other companies' customer. So, it will be benefited them to get the customer. Additionally, customers have other options for those who are operating a trading business of ceramic products from one host country to their home country. Furthermore, In Bangladesh, the growing number of middle-class family rapidly increasing so for those people they always favor those products that will be affordable for them (Bangladesh's Rising Middle Class: Myths and Realities, 2021). Those who purchase a bulk item such as large buyers, real estate developers, hospitality companies, and laboratories have the strong leverage power of negotiation based on prices.



- iv) **Bargaining Power of Suppliers:** The bargaining power of suppliers is moderate. As we know there are 68 manufacturing companies and all companies have a connection with their suppliers who supply the fundamental materials of ceramics which are clay, feldspar, quartz, minerals, alumina, etc. The interesting part is that each company has more than 3 suppliers in the pipeline to get the raw material on exact time. Furthermore, the reason to have 3 to 4 suppliers for each raw material is that suppliers may manipulate the price of the raw materials, and may increase the price of the products by telling the buyers (Companies who buy the raw materials) about the shortage of available products. From this sense of view manufacturing companies always take advance action on their pipeline so that they do not face this kind of situation.
- v) **The threat of Substitutions:** The threat of substitutions is high. Because there are a lot of alternatives present in the market. A few years before in Bangladesh the market trend was people liked to buy plastic materials mugs, jars, bowl, dishes, spoons, etc. household items. Though people become more health concern the demand for plastic products remains same in the restaurants, street food corners, event organizations, different exhibition centers, etc. In contrast, another alternative option is glass items. Glass items are healthy and have long-lasting durability. There are various kinds and shapes of glass items found in the market. For instance, plates, bowls, wine glasses, transparent clear glasses, beer mugs, etc. In addition, as an alternative bronze plate, spoons, bowls, and dishes are there. Besides, other substitutes are metal, concrete, and bricks which are used for construction sites, real estate development, hospitality companies, pharma, and laboratories. Also, there is paint, mosaic, and wallpaper for decorating the wall as an alternative to ceramics but the durability is less than ceramic wall tiles

## 2.7.5 SWOT Analysis of BHL Group of Ceramics Products

Below given a details SWOT analysis of BHL Group based on ceramics product:

Strengths		Weaknesses		Opportunities		Threats	
i.	Diverse Product Range	i.	Quality Control issues	i.	Growing Middle Class Family	i.	Strong Competition
ii.	Strong Distribution Network	ii.	Brand Recognition Power is moderate	ii.	Rapid Growth	ii.	Economic Instability
iii.	Skilled Workforce	iii.	Less Innovation	iii.	Demand of Stylize and luxurious items	iii.	Rising Fundamental Materials Cost
iv.	Economic of Scale	iv.	Dependence on Domestic Market	iv.	Export Potential	iv.	Currency Inflation
v.	Research & Development					v.	Volatility in Energy Price
						vi.	Technological Disruption

Figure 32: Table of SWOT Analysis

### Strength:

- i) **Diverse Product Market:** The company provides an extensive selection of ceramic items such as tiles, and sanitary fittings, serving different customer segments across the market. For instance, for tiles, they have wall tiles, floor tiles, Nano polished floor tiles, rocker floor tiles, homogeneous matt floor tiles, homogeneous ink-jet printed glaze floor tiles, parking & stair tiles, matt parking tiles, ozu wash basin, table top basin, etc.
- ii) **Strong Distribution Network:** The company has a strong distribution network across Bangladesh with a connection of dealers, wholesalers, retailers, and other traders who trade BHL products.
- iii) **Skilled Workforce:** In order to maintain proper flawless production BHL company has skillful employees who always help the production line to manufacture the products

accurately. Moreover, they have the practical knowledge of experience to handle the production line.

- iv) **Economic of Scale:** As we know the more a product produces the less the price it be. This means if a product is produced as a bulk item, then various costs always fluctuate but the fixed cost always remains fixed. This is an effective way to leverage the cost price of a ceramic product which is also followed by BHL Group
- v) **Research & Development:** In BHL Group one of the strengths places is research and development. They have higher quality machineries and a dedicated team those duties are continuously doing research about the market trendy product and producing that product at a better quality.

#### **Weakness:**

- i) **Quality Control:** The biggest issue for BHL company is controlling the quality of the same design tiles by maintaining the same character for different production schedules. As we know there is an issue that producing the same design of ceramics at different periods can be different in the form of color due to the chemical reaction, manual mixed items, etc.
- ii) **Dependency on Domestic Market:** BHL Ceramic highly defends its local market to sell its products. This also means their demand and selling their product only rely on domestic market demand and conditions which is not a futuristic thing to do. At any moment any kind of uncertainty occurred in the domestic market.
- iii) **Lack of Innovation:** There is a lack of innovation in BHL ceramic products. Mostly they survey the market and observe which ceramic products in the market are very trendy. The company collects the ceramic product and sends it to the R&D sector in order to replicate that product as per the demand. But it does not apply any budget in its innovation function such as creating a ceramic that will store solar power and extract that power whenever it is needed or creating a scenario view of aesthetic form each portion of ceramic (square feet) where from different angles there will be a view of 2 different color, etc.
- iv) **High Energy Cost:** Though the cost of labor in Bangladesh is often affordable the volatile situation in energy prices impacts the production of ceramics products and increases the initial prices. For instance: 1-unit electricity price in Bangladesh is 8.95 BDT.

## Opportunity:

- i) **Rising Middle-Class Family:** One of the opportunities in Bangladesh is the rising number of middle-class families. As the economy of Bangladesh grows at the same time the number of middle classes growing rapidly. Mujeri (2024) stated that it is estimated that by 2050 the middle-class population will be 25% of the total Bangladesh population.
- ii) **Diversify of Design:** The advantage of ceramic products is the diverse design of its products. Ceramics can be found with different shapes, colors, and sizes, even it can even be customized as per the customer's demand. Moreover, within ceramic products, there are various amounts of bright colors and outside colors present which is another advantage of its feature which does not found in glass items.
- iii) **Growing Market:** Ceramics is one of the growing industries in Bangladesh and the demand for ceramic products gradually increasing in Bangladesh. As the economy of Bangladesh grows the purchasing power of Bangladesh people also increases. According to the Bangladesh Investment Development Authority (2021), the average annual growth rate of ceramic products in the domestic market is 20% and it has approximately 200% growth in production capacity over the last 5 years.
- iv) **Export Potential:** There are huge opportunities for domestic manufacturers to export ceramic products abroad. According to the Export Promotion Bureau (2024), the ceramic industry recorded a revenue of \$43.39 million from exports in 2022-23, reflecting a 4.91% increase compared to the previous year.

## Thread:

- i) **Extreme Competition:** There are 68 ceramic-producing companies in Bangladesh that produce tiles, sanitary ware, and tableware at the same time which also indicates that the growing competition for ceramic products in Bangladesh is very high. On the other hand, BHL Ceramic has to compete with 67 players in the market to sustain the economy.
- ii) **Alternative option:** There are many options present as an alternative to ceramics such as plastic, glass, metal, bronze, aluminum, alloy, etc. Moreover, for wall design, there are present paints such as Berger paint, and Asiatic paints. In contrast, wallpaper also nowadays becoming popular for many users. Furthermore, glass items such as bowls, plates, and bottles also exist in demand for people because of their hygienic issues and their lifetime durability. In addition, plastic always remains an affordable option for all

- iii) **Economic Instability:** One of the biggest trends in the ceramic industry is economic instability. During COVID-19 we see the downfall of the economy of every country same goes for Bangladesh. Moreover, the production was stopped because of a complete shutdown policy and labor could not go to the factory. Besides, if there is any political vulnerability in a country, not enough strong facilities, policies, and currency fluctuate because of inflation then it is definitely hampering the ceramic industry directly.
- iv) **Volatile in Energy Price:** In the perspective of Bangladesh, where energy shortage is a regular subject as well as the price of electricity rising every year which hampers the ceramic industry of Bangladesh as well as BHL ceramics. According to The Business Standard (2024), the latest price of electricity per unit has increased from 8.25 BDT to 8.95 BDT in retail price for the public people, and for the wholesale level it is 7.04 BDT per unit which was 6.70 per unit and this is the 13th time that the price of increased. Moreover, retail electricity prices have surged by around 130%, according to BPDB (Bangladesh Power Development Board) data. For that reason, the ceramic price also increases which hampers the production and sales unit directly and indirectly.
- v) **Volatile in Gas Price:** As the gas price increases it becomes a major threat for the ceramic companies that directly manufacture ceramics. Moreover, another problem is industry is not getting enough gas as per the requirement to prepare quality full ceramics. Mamunur Rashid stated that the expense of gas hike by 136% from last year and for that reason product prices increased 10% (The Financial Express, 2024). So, as we know if the product price increases it will directly hamper the final customer who utilizes it. On the other hand, Lack of gas creates problems for production capacity for that reason producers cannot produce enough quality products as we know to produce higher quality products after glazing needs fire into the kiln to melt the glazing and become a shiny object at 1000° c to 1300° c.
- vi) **Technological Disruption:** Nowadays material science is becoming more advanced and a potential option for that reason 3D printing becoming more popular because of technological automation. Besides, engaging with the AI and robot in the whole process of the background of material will provide smooth and more accurate design, structure, and efficiency. Therefore, polymer-based material made from plastic evolving as an alternative to ceramic which can be used in 3D printing by mixing the materials becoming more durable, flexible, and cost-effective.

## 2.7.6 Competitive Strength Assessment of BHL Ceramics and Its Rivals

As we know by assessing the competitive strength assessment, we can know about the weaken and strong part of the firm by comparing with its rival within same industry.

		Competitive Strength Assessments [Rating Scale: 1 = Very Weak; 10 = Very Strong]					
		BHL Ceramics		Star Ceramics		Eureka Ceramics	
Key Success Factors	Importance Weight	Strength Rating	Weighted Score	Strength Rating	Weighted Score	Strength Rating	Weighted Score
Quality Performance	0.10	7	0.70	7	0.70	6	0.60
Reputation	0.10	9	0.90	9	0.90	6	0.60
Manufacturing Capability	0.10	7	0.70	7	0.70	5	0.50
Technological Skills	0.05	6	0.30	7	0.35	5	0.25
Distribution Capability	0.10	7	0.70	7	0.70	7	0.70
Innovation Capability	0.05	6	0.30	7	0.35	4	0.20
Different Categories of ceramics	0.15	7	1.05	8	1.2	8	1.2
Customer Service Facilities	0.15	6	0.90	7	1.05	6	0.90
Financial Resources	0.10	8	0.80	8	0.80	6	0.60
Dealer Networks	0.10	8	0.80	9	0.90	6	0.60
<b>Sum of Important Weight</b>	<b>1.00</b>						
<b>Weighted Overall Competitive Strength Rating</b>			<b>7.15</b>		<b>7.65</b>		<b>6.15</b>

Figure 33: Competitive Strength Assessments Weight with Key Rivalries

So, here we compare BHL Ceramic with its competitors such as Star Ceramics and Khadim Ceramics and we see that overall competitive strength rating of weighted of BHL Ceramic is 7.15 which indicates that it is in a better position though Star Ceramics has 7.65 rating scores but if BHL Ceramics focus more on customer service facilities, innovation and technological skills then they will shine more in future. To conclude, overall position of BHL Ceramic in the market is in a good position.

## 2.8 Summary and Conclusion

BHL Group has many other concerns under their group ceramic which made them a greater and a profitable company than the rest of the other concerns. The organization started its journey from a very decent background now they become a larger ceramic-producing company in Bangladesh. Near about 2500 employees directly working in the company and earning their livelihood. BHL Group not only produces the tiles but they established their tiles in the market with 4 different names such as BHL Ceramic, Vinci Ceramic, Kongfu Ceramic, and Perla which is a sanitary ware brand. The core reason for their success is they have a strong sales team who work tirelessly from morning to night. The organization gives their dealers 6 times commissions based on their sales in a year such as monthly, quarterly, half-yearly, and yearly, and two of them based on their selling quantity and if any broken tiles are found during transportation from the factory to the dealers' destination, then the company provide an allowance based on the number of tiles. Based on the financial statement, as the company becomes profitable and gradually increases its growth & steadily it is a good indication that in the future the organization will become the market leader in the ceramic industry. However, there are also some shortcomings like other organizations such as raw material suppliers sometimes do not meet the exact schedule to send the resources on time which sometimes hamper the whole supply chain structure. Despite the challenges, BHL Group is always concerned about its quality, affordability, and integrity and always ready to improve.

## 2.9 Recommendation

Throughout the journey of my internship at BHL Group as an HR intern working closely with the HR team, I observed some flaws. I think if those flaws are handled properly in an efficient way, then the outcome of the organization will be more effective. Below I suggest some suggestions to improve the flaws which may help the organization to be more prospective.

- **Recruitment Process:** According to my observation what I have seen in BHL Group is that whenever any recruitment process going on, whenever HR posts any vacancy from that first moment, they give priority to internal recruitment from internal sources. Moreover, the HR team gives special importance to references that come from different departments including the HR department, and evaluates them. After that, the HR team evaluates the external applicants who applied for the jobs. Furthermore, I have observed that in both official and worker position recruitments there is strong nepotism. My suggestion is that when a company recruits someone, they should maintain a fair procedure so that they can get the most deserving and quality candidate for the organization and it should be given more priority, especially for the official position. As we know nepotism is present in every sector but completely following biases in the recruitment process is not good for any organization because the deserving and skillful candidate will not get a fair

chance. If the most deserving candidates get the chance to work, then it will be an advantage for the organization because the company will be more productive by them.

- **Company Website:** As we know the first step to judge an organization is by observing the website of any organization. The things that I have seen on the BHL Group website are that some of the articles are written in Latin languages rather than English. As I know their only customer is Bangladeshi people. In Bangladesh, there are initially two languages people are speaking those are Bangla and English. So, if the organization changes the articles and converts them into English then it will be more appealing for the people of Bangladesh. Besides, on the website, there are a few words written down incorrectly which might hamper the organization's reputation indirectly. So, if the company focusing those issues and solves them as soon as possible it will help to improve the image of the organization more strongly.
- **Phone Disturbance:** There is a common phone for all HR which is used for calling and informing the candidates about the interview. The phone which is used for communicating is called Samsung E1200. It is an outdated mobile which was released in 2012. That means it is 12 years old mobile. The issue with this mobile is whenever someone calls through this mobile it creates an extra unnecessary sound except the calling ring and this unnecessary sound also occurs during the conversation which hampers the conversation. It happened because of the obsolete hardware issues of the phone. So, if the phone is replaced by a smart smartphone, it might help the company from wasting time during conversations.
- **Communication Gap:** During my internship at BHL Group I observed that there is a slight communication gap in a few areas between HR personnel and the rest of the employees who are working in the manufacturing unit. For instance, those who are working in manufacturing plants often forget whenever they come to the office the first thing, they should do is show their employee ID card in the employee attendance punch machine in order to track their attendance. Often, I observed how many times the HR admin instructed via phone about this matter they often made the same mistakes again and again. For that reason, I think the organization should organize a proper training session for the employees where they will get the practical often how to give the attendance by using an attendance machine and what types of tools, they should use to not forget about it. However, the organization should mention in the future if anyone does not ensure attendance by forgetting it or any other issues company will not provide the salary for that particular day and it will not bear any consequences for that. Then I think it might be helpful for the parties.



- **Process of Pre-recruiting:** At BHL Group I noticed that whenever they post any vacancy on the bd jobs website at a time when the sorting time starts from that time to after sorting the resume HR calls the candidates to ensure that they will be available for the certain date when the interview will be taken. After hearing yes from the candidates, the HR say that they will share the details info about the interview via SMS. Therefore, after sending the SMS to the candidates HR again called the candidates to ensure whether they received the SMS or not. I think it is a completely time procedure way to follow this method rather than I will suggest sending the SMS directly with details information by sorting the deserving candidates and letting them know when & where the interview will be held. It will save the company time, money, and hassle at the same time.
- **Requisition Issues:** Whenever any person requires any items for official purposes such as a pen, file, pin, staple, marker, mobile, charger, tissue, envelope, pad, diary, ink, etc. it will take a little bit more time to handover the things to the requisitioner if there is any stock of those items. But if there is no stock of those items after giving the requisite it takes uncertain days to hand over the requisitioner the requisite thing to the employee. Sometimes the issue becomes so urgent that with that item employee cannot do any kind of official work. For example, when I was an intern at BHL Group I noticed that to call the candidates our HR team needed a charger and a new phone. For that reason, they gave the requisite of an existing mobile charger and a new phone now they have not received those items. So, I suggest that the authority renew the policy (whenever any requisites are there it should be given the priority to hand over the things as soon as possible) and make strong accountability for that position who are responsible for handover the requisition items then the issues will solve quickly and it will improve.

## Chapter – 3

### The Project

#### **Impact of Key Performance Indicators (KPI) on Performance Management System on Employees' Performance in BHL Group**

##### **3.1 Introduction**

Nowadays each organization preferred on the evaluation part mostly on employee performance based on certain metrics designed by the organization. KPI is nothing but a metric that is used by various organizations to evaluate their employee's performance in several different activities (Roack, 2023). As we know, day by day the competition in the business world gradually increasing and for that reason, organizations becoming more active in assessing their employee's performance based on certain measurements. Alexander James stated that companies nowadays use key performance indicators for the long-term performance goal and to ensure the present scenario of conditions inside the organization (Investopedia, 2024). Moreover, it helps the company to evaluate financial, Internal, growth, and development areas. According to the financial statement of BHL, the company has great potential to expand its business capacity into the domestic market and wants to establish itself as a market leader. BHL is one of the group of companies in Bangladesh that continuously try to increase their product and service capacity in both the domestic and international markets. BHL constantly hires new employee to push their products and services into every corner of the domestic market to capture market share as much as possible. For that reason, BHL needs to evaluate their employee on a weekly, monthly basis, and quarterly basis on performance which is directly involved toward companies' success where they want to go. This is the core setting of KPI that would do its glamor. By setting key performance indicators for each employee, it would be easier to evaluate employees and measure their performance to make sure whether they are helping to achieve the company's growth or they are putting back (Gough, 2017). Furthermore, by the output of the information based on employees' KPI reports, the management team can make better decisions to decide who should be promoted, who should be transferred, who should be compensated more, and who should be terminated. Therefore, when an employee works in the organization there would automatically create a sense of urgency in their mind that in order to achieve a good grade on KPI they have to perform their best in the organization which ultimately helps the organization regarding its growth and enhance overall organizational performance. Besides, the topic "The Impact of Key Performance Indicators (KPI) on Performance Management System on Employees' Performance" is a broad research topic. However, the focus group of the report is the way BHL Group evaluate KPI of their employees based on their own metrics.

### **3.1.1 Literature Review**

As we know key performance indicators are crucial elements for effective performance management systems that influence the performance of employees significantly. It opens the door to enable employees' efforts with organizational objectives so that there is no mismatching. Norton & Kaplan (1996) stated that KPIs assist by giving a structured framework that enhances integrity, clarity, and limpidity and ensures workers and employees understand their contribution to greater business goals. This alignment guides improved performance, as employee concentrate their endeavor on areas of priority. Therefore, KPIs work as an inspirational tool, as it allows employees to achieve specific goals that foster bonding and a sense of accomplishment when met (Latham & Locke, 2002).

In addition, for essential performance improvement employees need continuous feedback (360° feedback) that is also supported by KPIs. Aguinis (2013) stated that key performance indicators allow managers to give daily, targeted feedback, and enable employees to synthesize their behavior to meet organizational performance expectations. Through this feedback, one can increase their skills development and foster a culture of continuous updating. Additionally, fairness and relevance are the two key points that completely depend on the effectiveness of KPIs. When employees perceive KPIs as equitable and directly tied to their roles, job satisfaction and productivity increase (Biron, Farndale, & Paauwe, 2011). On the other hand, weakly designed KPIs may create oppression, and stress and foster a narrow focus which peculates from the overall performance of the organization employees.

To conclude, well-designed and effective structural KPIs metrics are needed to integrate into the performance management system (PMS) which is significant for driving employee performance because it enhances feedback, clarity, and motivation but it must be implemented fairly in order to avoid the potential downside.

### **3.1.2 Background of the Report**

It is mandatory for all business students (except those who are willing to do a thesis or case study for their internship period) of BRAC Business School that after finishing all theoretical courses they have to go for an internship to join an organization for at least three months' period where each of them would learn the practical knowledge of their specific field which is counted as part of the BUS-490 course. The internship basically combines theoretical and practical knowledge and each of the students has to go through the internship experience in order to achieve their undergraduate degree. The initial goal of the internship program is to prepare students to cope with the professional environment in their major or minor focusing area while at the same time knowing how things work in the professional life at the workplace. After completing the internship, each student should have to submit their internship report to their supervisor which reflects whatever they do during their internship period at the workplace.

I have done my internship in HR department of BHL Group under the supervision of AGM & Head of BHL Group MD. Abdulla Al Noman, he suggested me to take the report topic called Impact of Key Performance Indicators on Performance Management System on Employee Performance. Through this project, I actually assembled my theoretical knowledge with the practical knowledge that I gained in these three months of internship.

### **3.1.3 Objective of the Report**

**Main Objective:** The initial goal of this project is to examine the process, contexts, behaviors, metrics, evaluation numbers, strategies, checklists, review forms, and integration of technology that is related to the KPI and in-depth information that shed light on the road of successful performance evaluation system of employees' performance at BHL Group.

**Specific Objective:**

- Assessing how KPI report plays a vital role in the punctuality of the employees
- Understanding the evaluation of overall behavioral performance information regarding employees in the organization
- To explain how KPI report assessing the probational employee's performance appraisal system
- Evaluation of KPI report regarding employees' performance evaluation
- Figure out how KPI plays a significant part in improving performance management system on employees' performance

### **3.1.4 Significance of the Report**

The outcome of this study would provide an overall view of the method that BHL Group used to evaluate its key performance indicators reports for its employees. Moreover, how the key performance indicators enhance employees' performances, what is the structural process, diagram, metrics, number, strategy, and integration of technology they used for creating the KPI also mentioned. Furthermore, focus group discussions with employees to figure out what are the things employees want from their perspectives, what they expect from the organization regarding the performance evaluation, and the things that going in their minds. In addition, the findings of the analysis from employee's perspectives are also mentioned in this report. Therefore, based on the evidence certain recommendations are suggested in this report so that organizations may consider them in their future evaluation process. Some flaws are identified when doing this report. As the performance management system (PMS) is an integral portion of the HR department and its organization, this research with evidence will be significant for the future prosperity of the company.

## 3.2 Methodology

There are three (3) segments of the research categories: qualitative, quantitative, and mixed (Sreekumar, 2024). At first qualitative research involves non-numerical data which pursue concepts, experiences, behaviors, and opinions, in a descriptive and detailed manner. Moreover, understanding the underlying reasons, and motivation behind decisions and behaviors. Focusing data collection through one-on-one interviews, observation, focus group discussions, and analysis to understand the pattern of why things happened, how it happened, and what is the reason behind it. Furthermore, investing in its depth to explore participants' perspectives through the realization of context-specific details. It is more flexible which allows the researcher to change data collection tactics for new insights. On the other hand, quantitative research pursues numerical data by investigating the numerical data sets to answer the research questions which is also searching whether they are accepted or rejected. It mainly depended on numerical data to look for quantified variables and statistical methods to find out differences, relationships, and trends. These data are gathered through surveys, experiments, statistical views, and secondary data sets. Besides, it needs a hypothesis to figure out the connection and its effect on variables by focusing on the answer to what, where, and when it occurred. Needed large and representative samples for research. It is a more structural and pre-determined model with adjustable and conjecture presented with numbers, charts, graphs, diagrams, statistics, percentages, co-relation, etc. In contrast, mixed research is an aggregation of qualitative and quantitative research. In this strait researcher gathers both hypotheses, non-numerical and numerical data to figure out the outcome of the research topic.

This report is based on qualitative research to figure out the impact of KPI how it is impacted on employees' performance in BHL Group. To create this, I used both primary and secondary data in order to collect information and analysis purposes. Besides, to extract the underlying things regarding the KPI I interviewed 25 employees of the organization who worked at the head office based on certain questionnaires in the different departments such as the HR Department, Sales Department, Department of Brand, IT Department, Department of Supply Chain Management, and Accounting to know about their perspectives, philosophies, thoughts, attitudes, consciousness's regarding the KPI and what are the things they want, they think based on their point of view. Therefore, the interview session was conducted by following 2 processes: in a one-on-one interview session where I asked questions and based on that they answered, and another was focusing group discussion where a small group of employees sat together answering the questions and shared their perspectives regarding their point of view. The initial goal of this project is to examine the process, contexts, behaviors, matrix, evaluation number, strategy, checklist, review form, and integration of technology that is related to the KPI and in-depth information for a successful performance evaluation system of employees' performance at BHL Group.

### 3.3 Conceptual Framework of the Study of KPI of Performance Management

As my workplace supervisor allow me to provide resource based on key performance indicators that is used on performance management system on employee's performance in BHL. Moreover, my workplace supervisor suggested me to prepare the report based on 4 types of segmentation of performance management. Here, I am sharing the four portions of performance management in a framework which I found in BHL that is used to evaluate employees' performance based on the KPIs.

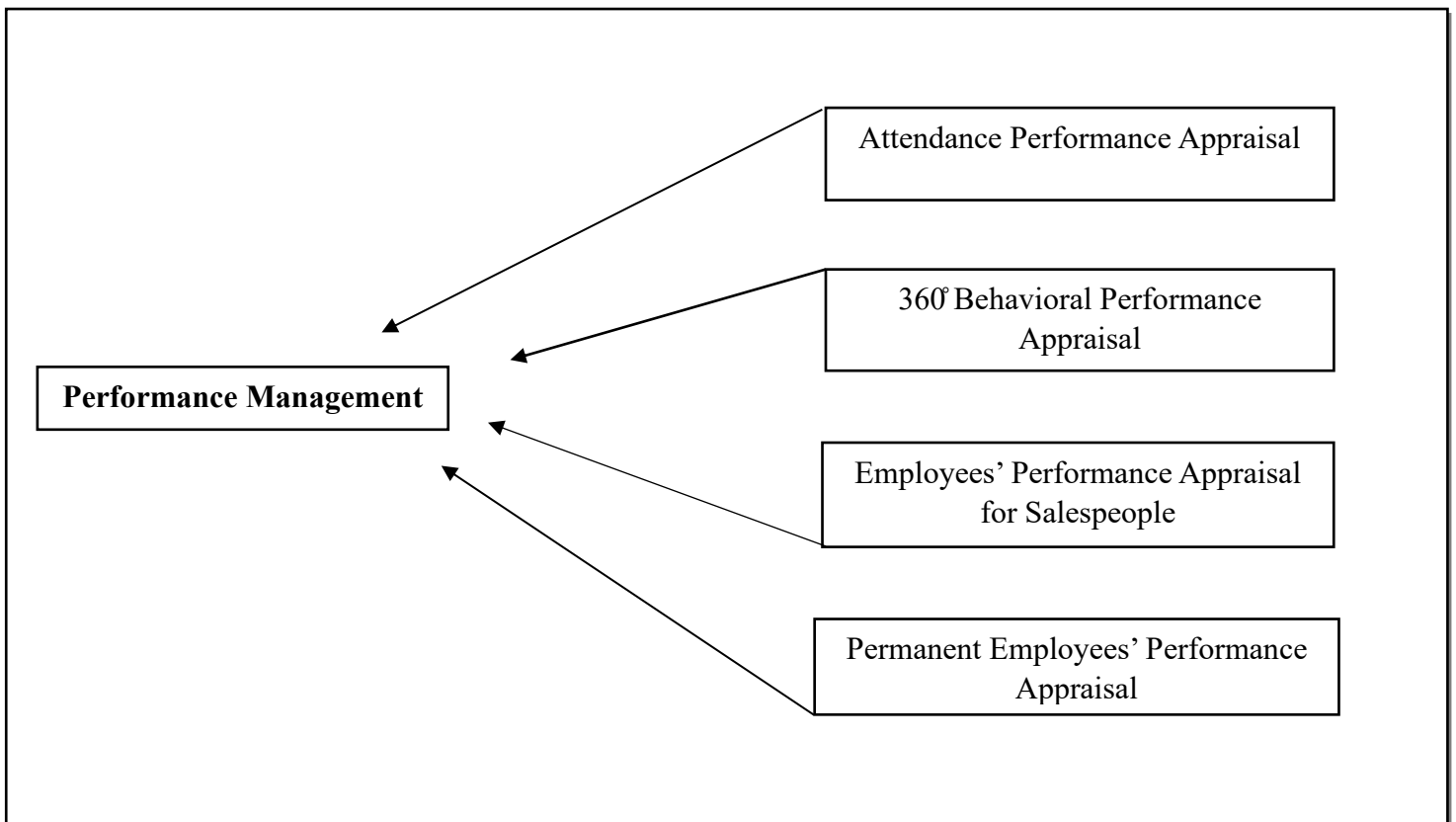


Figure 34: Framework of performance management system in BHL

## 3.4 Findings and Analysis

### 3.4.1 Attendance Performance Evaluation

In BHL, every employee has to show their ID card into the display sensor of the ID card machine from where the software recorded each employee's attendance activity and from there it generates the details information regarding the attendance of the personnel. Such as: in time, out time, early out, working hours, late entry, over time, status based on the employee's daily attendance. The daily attendance evaluation also affected on employee's KPI and their month salary's structure. Because, when BHL provide monthly salaries toward their employees at that time BHL focus on how many days the employee present in the organization, and whether it is late, early out, overtime.

In BHL there are 3 key factors present to evaluate employees' attendance performance activities those are:

- 1) **Daily Basis:** On daily basis it started when an employee entered to the BHL organization. After punch their ID card through the attendance machine the software of that machine integrates with BHL company's server where it generated the attendance sheet based on whole activities of the employee's regarding their daily attendance performance which is recorded as a digital file into HR computers. From their respective HR evaluate any employee's daily attendance performance at which time they reach to the company and starting their working activities.
- 2) **Monthly Basis:** On monthly basis organization focus on total days of the month including separating the section of total weekend & holiday. At the same time, BHL focus on employee's total present day, total absent day, total late day, total leave day. Moreover, for each month HR evaluate employee's total percentage of attendance. Because the monthly salary of each employee is proportionate with the total percentage of presence in the organization. Therefore, respective HR evaluate each employee monthly attendance by providing remarks based on their attendance performance.
- 3) **Yearly Basis:** For yearly basis BHL finds out each employee's yearly percentage rate of present, yearly percentage rate of leave, yearly percentage rate of absent, yearly percentage rate of late attendance, yearly total hour of overtime in order to evaluate employee's final form of attendance performance appraisal.

# 1) The Way Software Generated Daily Basis of Employees' Attendance Performance Activities

In BHL the daily basis of employees' attendance performance activities has 11 parameters those are:

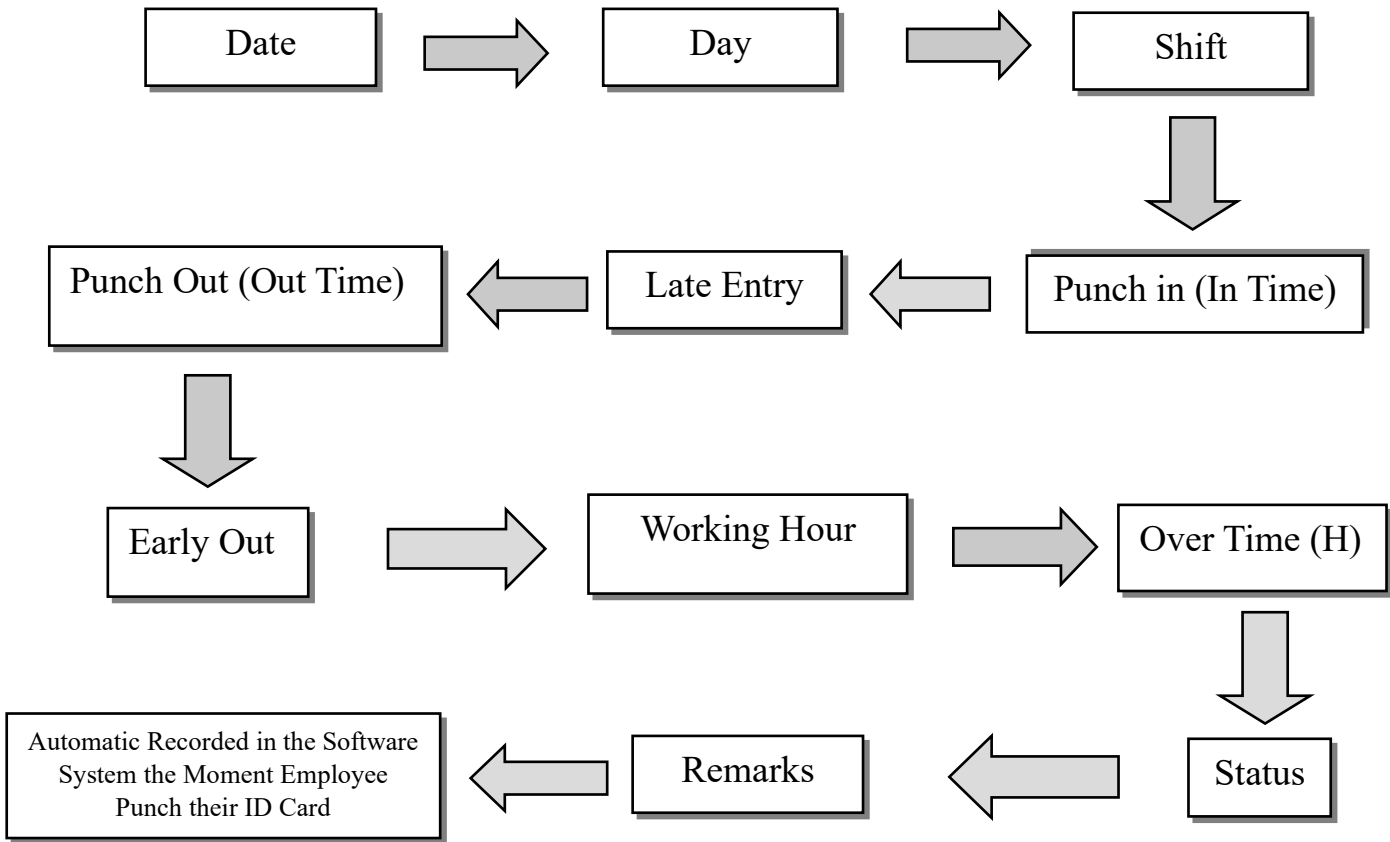


Figure 35: Framework of the process of Daily Basis Employees' Attendance Performance Activities



## KPI Metrics & Point for Employees' Attendance Performance Appraisal

In BHL, in order to numbering each employee performance based on their total percentage of attendance, the organization follows a KPI metrics which assists the company how much point an employee will get. Below given the KPI metrics that is used in employee's performance appraisal form.

Level of Performance & Points	Description	Total Percentage of Attendance
Unacceptable (5 pts)	Severely lacking of attendance, failed to meet organization standard, repeated absences	Up to 85%
Subpar (10 pts)	Rarely meet acceptable standard, unreliable attendance, requiring significant change	86% to 89%
Satisfactory (15 pts)	Meet minimum expectation, need to be more improve, absences impacted on overall performance, need more consistency	90% to 93%
Commendable (20 pts)	Minimal absences, strong attendance, high level of punctuality, slightly improvement could lead perfection	94% to 96%
Outstanding (25 pts)	Exceptional, reliable, strong dedicated person, no absence, meet the standard of the organization	97% to 100%

Figure 36: KPI metrics for giving point based on employee's total percentage of attendance

## The Way Software Recorded Each Employee's Daily Attendance Performance Activities

### BANGLADESH HARDLAND CERAMIC CO. LTD.

#### Daily Attendance Report of Employees

**Date:** 01/09/2024 - 25/09/2024

**Emp. ID :** BG-0824-2697

**Name :** Md. Mahibul Rana

**Designation:** Senior Executive

**Department:** HR & Admin

Date	Day	Shift	In Time	Late	Out Time	Early Out	W. Hour	OT(H)	Status	Remarks
01/09/2024	Sunday	G-HO	9:31:57 AM(App)	00:00:00	6:50:15 PM(App)	00:00:00	9 Hrs. 19 Min.	0	P	
02/09/2024	Monday	G-HO	10:08:30 AM(App)	00:00:00	6:46:53 PM(App)	00:00:00	8 Hrs. 38 Min.	0	P	
03/09/2024	Tuesday	G-HO	9:35:09 AM(App)	00:00:00		4:50.56		0	P	
04/09/2024	Wednesday	G-HO	9:18:13 AM(App)	00:00:00		11:46.13		0	P	
05/09/2024	Thursday	G-HO	9:39:25 AM(App)	00:00:00	8:33:59 PM(App)	00:00:00	10 Hrs. 54 Min.	2	P	
06/09/2024	Friday			00:00:00		00:00:00		0	W	
07/09/2024	Saturday	G-HO	9:29:06 AM(App)	00:00:00	6:55:12 PM(App)	00:00:00	9 Hrs. 26 Min.	0	P	
08/09/2024	Sunday	G-HO	9:40:15 AM(App)	00:00:00	6:37:41 PM(App)	00:00:00	8 Hrs. 57 Min.	0	P	
09/09/2024	Monday	G-HO	9:26:48 AM(App)	00:00:00		03:11.29		0	P	
10/09/2024	Tuesday	G-HO	9:15:46 AM(App)	00:00:00	6:48:01 PM(App)	00:00:00	9 Hrs. 33 Min.	0	P	
11/09/2024	Wednesday	G-HO	9:29:26 AM(App)	00:00:00	7:26:30 PM(App)	00:00:00	9 Hrs. 57 Min.	1	P	
12/09/2024	Thursday	G-HO	9:33:10 AM(App)	00:00:00	6:56:39 PM(App)	00:00:00	9 Hrs. 23 Min.	0	P	
13/09/2024	Friday			00:00:00		00:00:00		0	W	
14/09/2024	Saturday			00:00:00		00:00:00		0	A	
15/09/2024	Sunday	G-HO	9:30:00 AM	00:00:00	7:01:49 PM(App)	00:00:00	9 Hrs. 31 Min.	0	P	
16/09/2024	Monday			00:00:00		00:00:00		0	H	
17/09/2024	Tuesday	G-HO	9:36:41 AM(App)	00:00:00		3:18:81		0	P	
18/09/2024	Wednesday	G-HO	9:41:58 AM(App)	00:00:00		4:01:42		0	P	
19/09/2024	Thursday	G-HO	9:50:52 AM(App)	00:00:00		3:07:41		0	P	
20/09/2024	Friday			00:00:00		00:00:00		0	W	
21/09/2024	Saturday	G-HO	9:27:28 AM(App)	00:00:00		02:31.20		0	P	
22/09/2024	Sunday	G-HO	9:27:56 AM(App)	00:00:00	6:48:22 PM(App)	00:00:00	9 Hrs. 21 Min.	0	P	
23/09/2024	Monday	G-HO	11:10:24 AM(App)	00:40:24		1:35.17		0	L	
24/09/2024	Tuesday	G-HO	9:39:09 AM(App)	00:00:00	6:57:23 PM(App)	00:00:00	9 Hrs. 18 Min.	0	P	
25/09/2024	Wednesday	G-HO	9:46:38 AM(App)	00:00:00		3:21.13		0	P	

<b>Total Present:</b> 19	<b>Total Weekend:</b> 3
<b>Total Absent:</b> 1	<b>Total Holiday:</b> 1
<b>Total Late:</b> 1	<b>Total Days:</b> 25
	<b>Total Over Time (Hour):</b> 3

P = Present	H = Hours
W = Weekend	L = Late
A = Absent	OT = Overtime
H = Holiday	G-HO = Group Head Office

**NB:** I am sharing this employee data by taking permission of him.

Figure 37: Software Recorded Each Employee's Daily Attendance Performance Activities

## Figuring out The KPI Point Based on KPI Metrics That is Used in BHL

Now, figuring out the KPI point that Md. Mahibul Rana get for his 25 days of attendance activities (which is shown in above) from 01/09/2024 to 25/09/2024.

The performance activities table shown that from 01/09/2024 to 25/09/2024 there are total 25 days of performance activities. From there it is found:

Total days = 25

Weekends = 3 days

Holidays = 1 day

Absent = 1 day

Late = 1 day

Present = 19 days

Total working days = Total days – (Weekends + Holiday) = 25 – (3 + 1) = 21 days

Calculating the percentage:

- Percentage rate of present (%) = (Present days / Total working days) x 100  
= (19 / 21) x 100  
= 90.48 %
- Percentage rate of absent (%) = (Absent days / Total working days) × 100  
= (1 / 21) x 100  
= 4.76%
- Percentage rate of late (%) = (Late days / Total working days) × 100  
= (1 / 21) × 100  
= 4.76%
- Percentage of leave (%) = (Leave days / Total working days) × 100  
= (0 / 21) × 100  
= 0%

Now, it is showed that Md. Mahibul Rana total percentage rate of present: 90.48% (On September 2024). Based on the KPI metrics that is used in BHL, his attendance performance position is in a satisfactory level and his KPI point is 15.

In this way BHL figure out their total employee's KPI points based on their KPI metrics for the whole organization. Besides, in BHL the KPI points and the total percentage of present also generated by the digital attendance software system.

## Overall KPI Points and The Total Percentage of Employee's Attendance in Head Office for a Month

In BHL, there are 250 employees working in the head office. As we know, in BHL the KPI points and the total percentage of present also generated by the digital attendance software system. Below given the overall KPI points and the percentage of employee's attendance in the head office of BHL Group on the month of September 2024. Here, n = 250 employees.

### Overall KPI Point & The Percentage of Employee's Attendance in The Head Office of BHL Group on the Month of September

Total Employee = 250  
Total Day = 30  
Total Weekend = 4  
Total Holiday = 1  
Total OT = 720 (H)

Overall Percentage Rate of Present (%) = 91.88%  
Overall Percentage Rate of Absent (%) = 4.23%  
Overall Percentage Rate of Late (%) = 3.18%  
Overall Percentage Rate of Leave (%) = 0.71%  
Overall Hours of Over Time = 720

In here, Overall Percentage Rate of Present (%) is 91.88%. Which Indicates The "Satisfactory" Level of BHL Own KPI Metrics and The Overall KPI Point is **15**.

*This system is created & powered by @BHL Group*

Figure 38: Overall Employee's Percentage of Attendance on September Month in the Head Office and KPI Point

## 2) Monthly Basis Employees' Attendance Performance Appraisal Form



**BHL Group**

Head Office: Nasir Trade Center (L-09), 89 Bir Uttam C.R. Dutta Road, Dhaka – 1205

### Monthly Basis Employees' Attendance Performance Appraisal Form

Date: \_\_\_\_\_  
 Employee ID: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Department: \_\_\_\_\_

Total Days: \_\_\_\_\_  
 Total Weekend: \_\_\_\_\_  
 Total Holiday: \_\_\_\_\_  
 Total Present (Day): \_\_\_\_\_  
 Total Absent (Day): \_\_\_\_\_  
 Total Leave (Day): \_\_\_\_\_  
 Total Late (Day): \_\_\_\_\_  
 Total Overtime (Hours): \_\_\_\_\_  
 Total Percentage of Attendance: \_\_\_\_\_

Comment of HoHR: \_\_\_\_\_

<b>Attendance Percentages</b>	97% – 100%	94% – 96%	90% – 93%	86% – 89%	Up to – 85%
<b>Attendance Point</b>	25	20	15	10	5
<b>Remark</b>	Outstanding	Commendable	Satisfactory	Subpar	Unacceptable

Prepared by \_\_\_\_\_

Checked by \_\_\_\_\_

Authorized by \_\_\_\_\_

Figure 39: Recorded of Each Employee's Monthly Basis Attendance Performance Appraisal Form

### 3) Yearly Basis Employees' Attendance Performance Appraisal Form



Head Office: Nasir Trade Center (L-09), 89 Bir Uttam C.R. Dutta Road, Dhaka – 1205

### Yearly Basis Employees' Attendance Performance Evaluation Form

Date: \_\_\_\_\_  
 Employee ID: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Department: \_\_\_\_\_

Total Days: \_\_\_\_\_  
 Total Weekend: \_\_\_\_\_  
 Total Holiday: \_\_\_\_\_  
 Total Present (Day): \_\_\_\_\_  
 Total Absent (Day): \_\_\_\_\_  
 Total Leave (Day): \_\_\_\_\_  
 Total Late (Day): \_\_\_\_\_  
 Total Overtime (Hours): \_\_\_\_\_  
 Total Percentage of Attendance: \_\_\_\_\_

Comment of HoHR: \_\_\_\_\_

<b>Attendance Percentages</b>	97% – 100%	94% – 96%	90% – 93%	86% – 89%	Up to – 85%
<b>Attendance Point</b>	25	20	15	10	5
<b>Remark</b>	Outstanding	Commendable	Satisfactory	Subpar	Unacceptable

Prepared by \_\_\_\_\_

Checked by \_\_\_\_\_

Authorized by \_\_\_\_\_

Figure 40: Recorded of Each Employee's Yearly Basis Attendance Performance Appraisal Form

## **The Steps that Organization Applied for Employees' Attendance Performance Management System for Those who are not Perform Well**

BHL Group mainly focus on those employees which attendance performance level is in an unacceptable, subpar level which are not acceptable with the BHL standard. That mean the employees which gotten 5 or 10 marks for their total percentages of attendance. Those employees urgently need improvement in order to get rid of the critical zone. For those employees, the organization taken some strategies to improve the attendance performance level of those employees so that those employees can reach into satisfactory or commendable performance level. The steps BHL taken for them those are:

- i) Direct Communicate & Support:** If any employees do not perform well, struggling to maintain proper attendance then the HR concern team directly communicated with that employee to know about what are the problems they faced. If there are any family issues or personal problem or any transportation issues, then the HR provide some suggestion in a details way to assist their problems. For example: If someone facing transportation problem for that reason, they cannot maintain proper time schedule to attain in office then the responsible HR concern team suggest that employee if they try to reach the station a little bit early than their regular time then they can get the transportation and attain the office in exact time. Furthermore, it is an open-door policy so that anyone can directly communicate with HR concern without any hesitation.
- ii) Accountability & Disciplinary Measure:** The HR concern team try to focus on create awareness toward each employee in order to make sure they maintain their attendance properly because attendance is the core basement for their wages. So, if any employee forgets or not maintain their attendance schedule properly but they were present in their workplace and did their work then when they would receive their salary at that time organization would provide the salary as per that employees' attendance. Because attendance is the proof that the employee was present. So, the HR concern team create awareness about accountability of each employee.
- iii) Feedback and Monitoring:** Those who are in a category of "Not Satisfactory" and "Need Improvement" HR concern team continuously monitoring them and providing feedback to make sure they gradually improve themselves. Moreover, continuously checking where is the lacking of those employees such as late entry, early out, not present/absent. HR concern team see if any employee doing the same mistakes after providing continuously feedback, then the HR concern team decide to offer them unpaid leave so that they can recognize their issues and get rid of the issues.
- iv) Supportive Leave Policies:** HR concern team know that it is not possible for an employee to maintain 100% present in the working place. Because life is insecure and anything can

happen in anyone's life. For that reason, HR concern team introduce employees about sick leave, casual leave, complementary leave, maternity leave, marriage leave, unpaid leave. So that employee can focus on their daily activities at office hours and not disturbed by their personal life belonging. Therefore, for sick leave an employee will get maximum 14 days in a year, for casual leave maximum 10 days in a year, for marriage leave maximum 3 days, for maternity leave maximum 120 days.

### 3.4.2 KPI-Based on 360° Behavioral Performance Appraisal

In BHL, the organization also conducted key performance indicators based on employees' behavior performance evaluation. So that the organization can easily figure out employee's attitude, behavior, mindset in order to maintain positive environment in the whole organization including inside and outside dimension. So that company can hold positive image, reputation toward other competitors, people and customers which is a great concern for the management team. Moreover, the organization do yearly basis employees' behavioral performance evaluation.

In order to measure Employees' Behavior Performance Evaluation, the BHL set 4 (four) parameters from where HR concern team evaluate each employees' Behavior. Those are:

- i) Supervisor/Manager
- ii) Peers
- iii) Subordinates
- iv) Customers

#### The Way BHL Evaluate Each Employee's 360° Behavioral Performance Appraisal

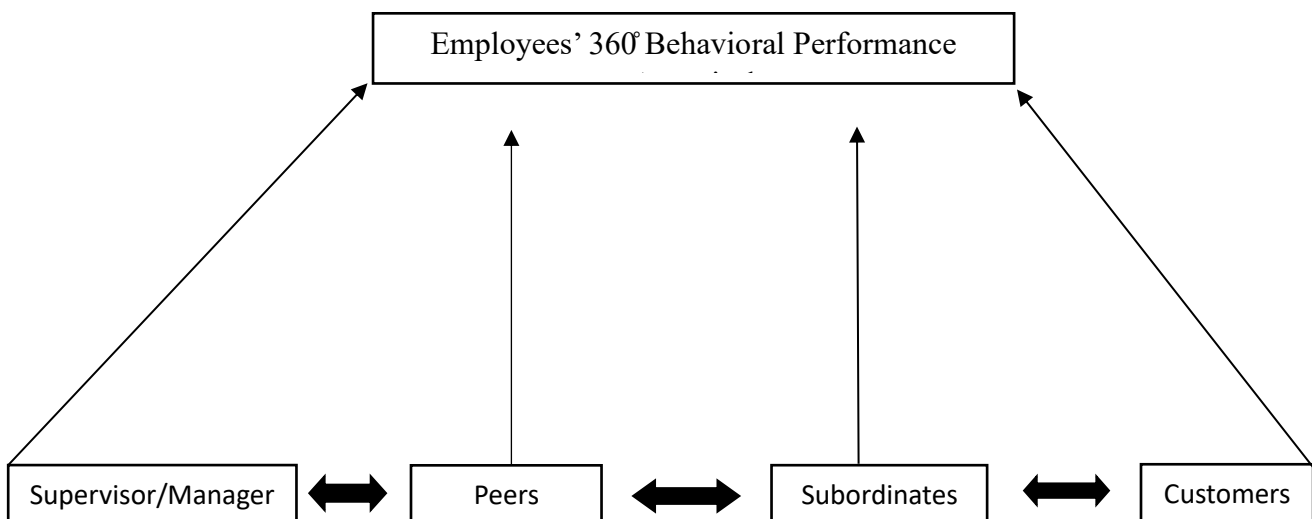


Figure 41: Framework of the Parameters of Employee's 360 Behavior Performance Appraisal



### KPI Metrics & Point for Employees’ 360° Behavioral Performance Appraisal

In BHL, in order to rating each employee based on their behavioral basis performance appraisal, the company follow a certain KPI metrics which help the organization to understand how much point an employee will get. Below given the KPI metrics that is used in behavioral basis employees’ performance appraisal form in BHL.

<b>Level of Performance &amp; Points</b>	<b>Description</b>	<b>Score Ranting</b>
Unsatisfactory (5 pts)	Conduct with Supervisor/Manager (Respect, Professionalism, Attitude, Communication)	1 - 5
Subpar (10 pts)	Conduct with Peers (Teamwork, Collaboration, Support, Assist)	6 -10
Good (15 pts)	Conduct with Subordinates (Leadership, Guidance, Support, Encouragement)	11-15
Excellent (20 pts)	Conduct with Customers (Customer Services, Courtesy, Understanding)	16 - 20

Figure 42: KPI metrics for giving point based on behavioral basis employees’ performance appraisal in BHL Group

## 360° Behavioral Basis Employees' Performance Appraisal Form



### BHL Group

Head Office: Nasir Trade Center (L-09), 89 Bir Uttam C.R. Dutta Road, Dhaka – 1205

## Yearly Basis 360° Employees' Behavioral Performance Appraisal Form

**Date:** 30<sup>th</sup> December 2023

**Reviewer:** Mahmud Shifat Ashrabi (Executive, Group HR & Admin)

**Employee ID:** BG – 1121-1175

**Name:** Md. Alom Shah

**Designation:** Senior Officer

**Department:** HR & Admin

Description	Rating				
	5 (Excellent)	4 (Very Good)	3 (Good)	2 (Average)	1 (Below Average)
<b>Conduct with Supervisor/Manager</b> (Respect, Professionalism, Attitude, Communication)	5	4	3	2	1
<b>Conduct with Peers</b> (Teamwork, Collaboration, Support, Assist)	5	4	3	2	1
<b>Conduct with Subordinates</b> (Leadership, Guidance, Support, Encouragement)	5	4	3	2	1
<b>Conduct with Customers</b> (Customer Services, candidates, Courtesy, Understanding)	5	4	3	2	1

Score Rating	KPI Point	Remark
1 - 5	5	Unsatisfactory
6 - 10	10	Subpar
11 - 15	15	Good
16 - 20	20	Excellent

<b>Score Rating</b>	14
<b>KPI Point</b>	15
<b>Overall Behavioral Performance</b>	Good

**NB:** I am sharing this employee info by taking permission from him & my supervisor. Moreover, signature not shown because of maintaining confidentiality.

\_\_\_\_\_  
**Prepared by**

\_\_\_\_\_  
**Checked by**

\_\_\_\_\_  
**Authorized by**

Figure 43: Recorded of Each Employee's Yearly Basis 360° Behavioral Performance Appraisal Form

From above information it is shown that Md. Alom Shah gotten overall behavioral performance KPI point is 15 that is also indicated the level of performance of his was good.

## **The Steps that Organization Applied for 360° Behavioral Performance Appraisal for Those who are not Perform Well**

The employees whose performances level are in the categories of subpar and unsatisfactory level that means the employee have gotten score rating between 6 to 10 and 1 to 5 and their overall key performance indicators point is 10 or 5. For those employees BHL takes certain strategies to assist them in order to improve their 360° behavioral performances. The steps the organization taken for those employees are:

- i) Develop a Details Performance Improvement Plan:** PIP is an assessment tools which help an employee to improve their performance in the organization. It is introduced by the BHL toward employee so that employee can figure out at which level they have to improve and what are the expectation he/she has to fulfill in the organization in order to get maximum output. By following this plan an employee can easily figure out what are the responsibility they have, which criteria of improvement they should do, what are the things the organization expected from them the outcome, and the resources they need.
- ii) Offering Training & Development Programs:** Those who are not perform as per the organization expectation BHL provide them theoretical training session and workshop so that the employees can improve the issues and can go further in their career life. BHL provide skill development such as how to be a team player, how to communicate properly, how to become a proper leader, etc. On the other hand, they offer coaching, mentoring to guide employees, giving feedback, tips, and support what are the problems they face during their daily activities.
- iii) Giving Constructive & Sharp Feedback:** In BHL if any employees facing any difficulties when they conduct any activities between any parameters of behavioral approaches then the responsible person of that employee points out the exact mistake where it went wrong and provide them an accurate information how to do it. Also, make ensure that employee can realize what exact mistake they did and make sure they understand the direction the way it should conduct.
- iv) Realign Role:** If someone in the organization do not perform well despite providing them training at that time company focus on what are the strengths, personality, behavior, role matching with that employee. According to that they set specific

positioning role for that employee. For instance, if any employee struggle doing field related activities because that employee's personality not matching with the role that BHL provided. At that time when the report goes to HR department. HR department evaluating that employee overall KPI. If it satisfactory, they decide to change that employee role and transfer to the head office or corporate or to the manufacturing plant.

### 3.4.3 Employees' Performance Appraisal for Salespeople

In BHL, every salesperson undergoes with strong performance assessment evaluation. So that organization recognize which employee has more potential and would conduct the work more efficiently and also fulfill the expectation of the organization that the company wanted from them. BHL organization measure the employee's performance appraisal for salespeople based on two (2) parameters. Those are:

- i) Yearly Sales Target & Location
- ii) Sales Achievement Based on Every Quarter (Q1, Q2, Q3, Q4)

#### The Way Organization Evaluate Each Salesperson Performance Appraisal

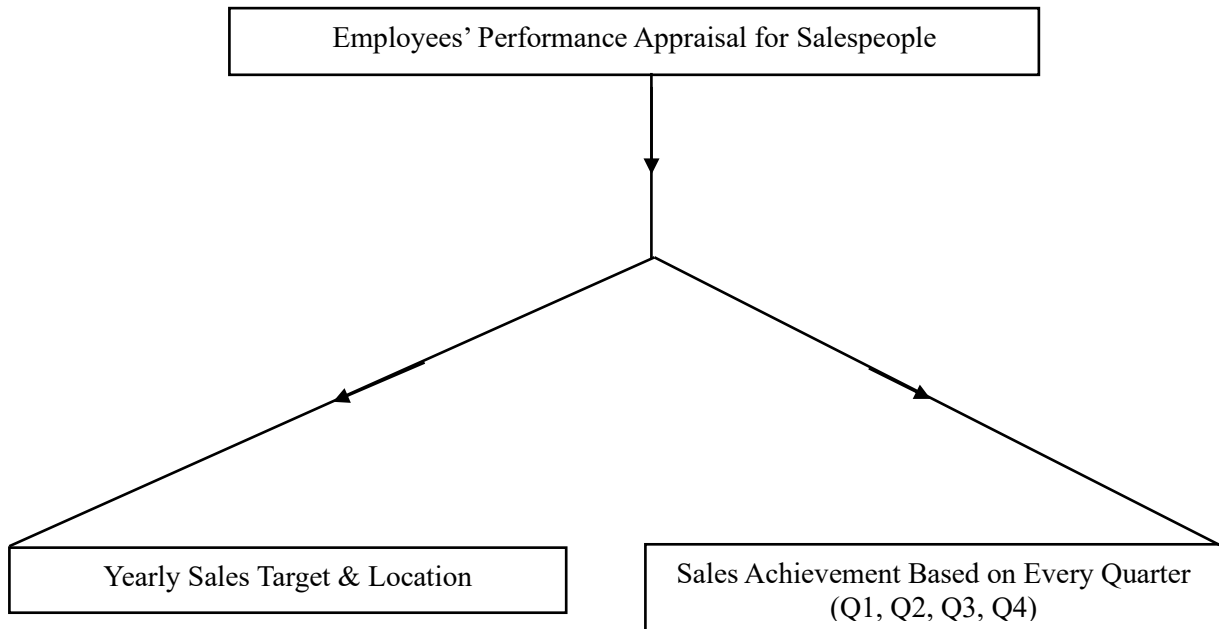


Figure 44: Framework of the Parameters for Salesperson Performance Appraisal

## KPI Metrics & Point for Salespeople Performance Appraisal In BHL

In BHL, in order to evaluate each salesperson performance based on their total sales achievement rate the organization follows a standard KPI metrics from which it assists the company how much point a salesperson will get based on their level of performance. Below given the KPI metrics that is used for salespeople performance appraisal evaluation based on their sales achievement rate in BHL Group.

Level of Performance & Point	Description of Performance	Sales Achievement Rate
Exceptional (55 pts)	Exceed sales target / goals, remarkable achievement of sales, exemplary salesmanship, meet organization standard	90% - 100% (exceptional: exceed 100%)
Impressive (45 pts)	High level of consistency by meeting sales target, only falling short of target	80% - 89%
Adequate (35 pts)	Meet basic sales target, sales achievement acceptable but need more improvement	70% - 79%
Underperforming (25 pts)	Struggle to meet sales target, need urgent improvement, sales output falls short of expectation	60% - 69%
Insufficient (15 pts)	Sales achievement below expectation, not fulfill company expectation, require immediate correction action	Up to 59%

Figure 45: KPI metrics table for giving point to salesperson based on sales achievement rate

i) Yearly Sales Target & Location Form



**BHL Group**

Head Office: Nasir Trade Center (L-09), 89 Bir Uttam C.R. Dutta Road, Dhaka – 1205

**Yearly Sales Target and Location for Each Salesperson**

**Date:** 2<sup>nd</sup> January 2022

**Employee ID:** BG – 0321- 0951

**Name:** Abdur Rob

**Designation:** Sales Executive (Field)

**Department:** Sales-Kongfu

**Sales Location:** Madaripur, District

**Yearly Sales Target:** 340000 Square Feet (Tiles)

**Type of Tiles:** Any Under Kongfu Brand

**Year Ending Date:** 30<sup>th</sup> December 2022

**Whom To Report:** Mr. Ahmmad Ali

**Reporter Designation:** Deputy General Manager

**Department:** Sales - Kongfu

**NB:** I am sharing this employee info by taking permission from him & my supervisor. Moreover, signature not shown because of maintaining confidentiality.

Prepared by

Checked by

Authorized by

Figure 46: Sales target and location form for salesperson

## ii) Sales Achievement Based on Every Quarter (Q1, Q2, Q3, Q4) by the Salesperson



Head Office: Nasir Trade Center (L-09), 89 Bir Uttam C.R. Dutta Road, Dhaka – 1205

### Sales Achievement Based on Every Quarter by Salesperson

**Date:** 2<sup>nd</sup> January 2022

**Employee ID:** BG – 0321- 0951

**Name:** Abdur Rob

**Designation:** Sales Executive (Field)

**Department:** Sales-Kongfu

**Sales Location:** Madaripur, District

**Yearly Sales Target:** 340000 Square Feet (Tiles)

**Type of Tiles:** Any Under Kongfu Brand

Days	Q1; Sales Target = 85000 SFT			Q2; Sales Target = 85000 SFT			Q3; Sales Target = 85000 SFT			Q4; Sales Target = 85000 SFT		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
1 <sup>st</sup> 10 Days	3500 SFT	4800 SFT	8301 SFT	4590 SFT	3241 SFT	9687 SFT	12364 SFT	12457 SFT	5321 SFT	8751 SFT	9268 SFT	7856 SFT
2 <sup>nd</sup> 10 Days	5604 SFT	6301 SFT	9002 SFT	5502 SFT	4521 SFT	1234 SFT	3654 SFT	6412 SFT	4120 SFT	7452 SFT	2365 SFT	6523 SFT
3 <sup>rd</sup> 10 Days	3201 SFT	2000 SFT	7209 SFT	22086 SFT	1234 SFT	3252 SFT	5489 SFT	3210 SFT	3214 SFT	6987 SFT	5241 SFT	9687 SFT
<b>Net Sales of The Month</b>	12305 SFT	13101 SFT	24512 SFT	32178 SFT	8996 SFT	14173 SFT	21507 SFT	22079 SFT	12655 SFT	23190 SFT	16874 SFT	24066 SFT
<b>Gross Sales of Each Quarter</b>	49918 SFT			55347 SFT			56241 SFT			64130 SFT		
<b>Total Sales for The Year of 2023</b>	225636 SFT (Square Feet)											

→ Yearly (2023), Sales Achieved = 225636 Square Feet (Tiles)

→ Target Sales (2023) was = 340000 Square Feet (Tiles)

**NB:** I am sharing this employee info by taking permission from him & my supervisor. Moreover, signature not shown because of maintaining confidentiality.

Prepared by

Checked by

Authorized by

Figure 47: Sales achievement form of a salesperson

## Measuring Sales Achievement Rate and KPI points

From above information it is shown that Abdur Rob who is a sales executive (field) his total target sales were 340000 square feet (tiles) but his yearly (2023), sales achieved was 225636 square feet (tiles). Now:

Sales target: 340,000 square feet

Actual sales achieved: 225,636 square feet

$$\begin{aligned}\rightarrow \text{The sales achievement rate} &= (\text{Actual sales} / \text{Sales target}) \times 100 \\ &= (225,636 / 340,000) \times 100 \\ &= 66.36\%\end{aligned}$$

∴ Sales achievement rate = 66.36%

This means the salesperson had achieved nearly 66.36% of their yearly sale target

From the KPI metrics of salespeople performance appraisal in BHL, it is shown those who achieved 66.36% of sales from their actual sales target their level of performance condition is called underperforming and the KPI point for underperforming level of performance is 25 points.

∴ The KPI point of Abdur Rob based on sales achievement rate is = 25 points which indicated he struggled a lot to meet sales target. He needed urgent improvement to increase his sales quantity. His sales result felled short because of low expectation and dedication he inputed in his sales activities.



## Salespeople Evaluation Based on Vertical- Horizontal Graph

In BHL, the organization also evaluate each salesperson assessment based on vertical – horizontal graph. As it is shown Abdur Rob who is a sales executive (field), his yearly (2023) sales achievement rate was 66.36%. Which indicated he is a moderate performer and he has mediocre potentiality, according to the salespeople KPI metrics in BHL. In vertical – horizontal graph there are 4 segments and any segment is defined by the salesperson own performance. If any salesperson has from 80% to 100% sales achievement rate, then it would define as high performer & high potential. Moreover, if any salesperson has 70% to 79% sales achievement rate, then it would define as better performer & high potential. Furthermore, if any salesperson has 60% to 69% sales achievement rate, then it would define as moderate performer & moderate potential. Therefore, if any salesperson has up to 59% sales achievement rate, then it would define as low performer & low potential. Below shown the Abdur Rob performance segmentation based on vertical – horizontal graph.

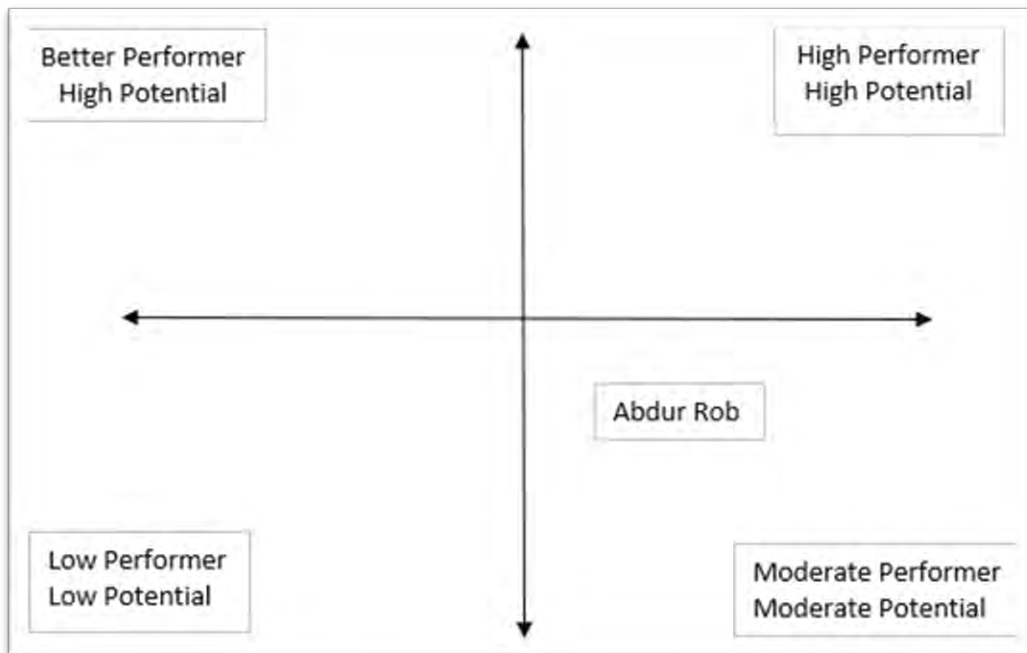


Figure 48: Vertical-Horizontal graph evaluation for salesperson based on sales achievement rate

## **Overall Performance of Salespeople in BHL Group in 2023**

In BHL, there are 250 salespeople working as a sales agent in the field area where they are selling the product of 4 brands of BHL. Those are BHL Ceramic, Kongfu Ceramic, Vincci Ceramic, and 1 brand of sanitary ware called Perla Sanitary ware. In BHL, the company has a dedicated software which also integrated with organization server in order to evaluate each salesperson sales activities such as how much quantity each salesperson sales, how much remain, how much sales goal achieved by a salesperson of each quarter, etc. At the same time, it provides overall sales activities that a salesperson achieved in a year. Below given the overall sales activities of 250 salespeople in a year.

### **Overall Performance of Salespeople in BHL Group in 2023**

Overall Sales Target (2023) = 125000000 Square Feet  
Overall Sales Achieved (2023) = 98750000 Square Feet  
Overall Sales Achievement Rate (2023) = 79%

Overall Level of Performance (2023) = Adequate  
Overall Level of KPI Point (2023) = 35 pts  
Defined Vertical - Horizontal Graph as = Better Performer, High Potential

*This performance appraisal is generated and powered by @BHL Group*

Figure 49: Overall performance of salespeople in 2023

## The Steps that Organization Applied for Salespeople who are not Perform Well

As we know sales is particularly competitive domain in the organization. In order to sustain in this position, one has to particularly surpass itself in order to continuously increase the sales. So, in sales there is no comfort zone for any employees. In BHL, the organization taken certain strategies for those who did underperforming and Insufficient result toward their sales achievement. BHL Group also providing necessary training and workshop based on the way to approach potential customers, the way to build a bonding, the way to influence them, the way to increase acceptance, etc. Those are:

- i) **Offering Training and Workshop Facility:** BHL offering training and workshop facilities to guide and improve the way an employee pursue their sales. In training session, the company demonstrate the way to prospecting the product, the way to build relationship, closing technique, product knowledge.
- ii) **Identifying Root Causes:** Sometimes there are different kind of factors present such as internal, external which hamper the salesperson selling process. For that reason, BHL conduct one on one meeting with salesperson to identify the issues. For internal factors it can be lack of motivation, expectation, personal problem, etc. For external factors it can be market size, economic downturn, pandemic, competition, etc.
- iii) **Set a Performance Improvement Plan (PIP):** As most of the time BHL provide yearly basis sales target for their employees. So, the company assist the salesperson to create a PIP plan to break down the sales target into small portion to achieve goal with a clear time line. Such as within next 20 days, 30 days what are the portion of sales they want to achieve. Moreover, taken specific steps based on that planning.
- iv) **Offering Incentive:** BHL offering the facility of incentive if any salesperson reaching their sales target and achieve a milestone for their performance. So, in this case, incentive working as a motivational factor for employees. Glorify the progress and achievement of any salesperson inspire them to engage their activities more strongly.

### 3.4.4 KPI Based on Permanent Employee's Performance Appraisal

In BHL, every permanent employee is evaluated by employee's performance evaluation form so that organization can know from which employee BHL truly benefited and from which the organization could not get their expectation that BHL wanted from them.

#### The way BHL Doing Permanent Employee's Performance Appraisal

There are 5 steps by which BHL conducted the employee's performance appraisal. Those are:

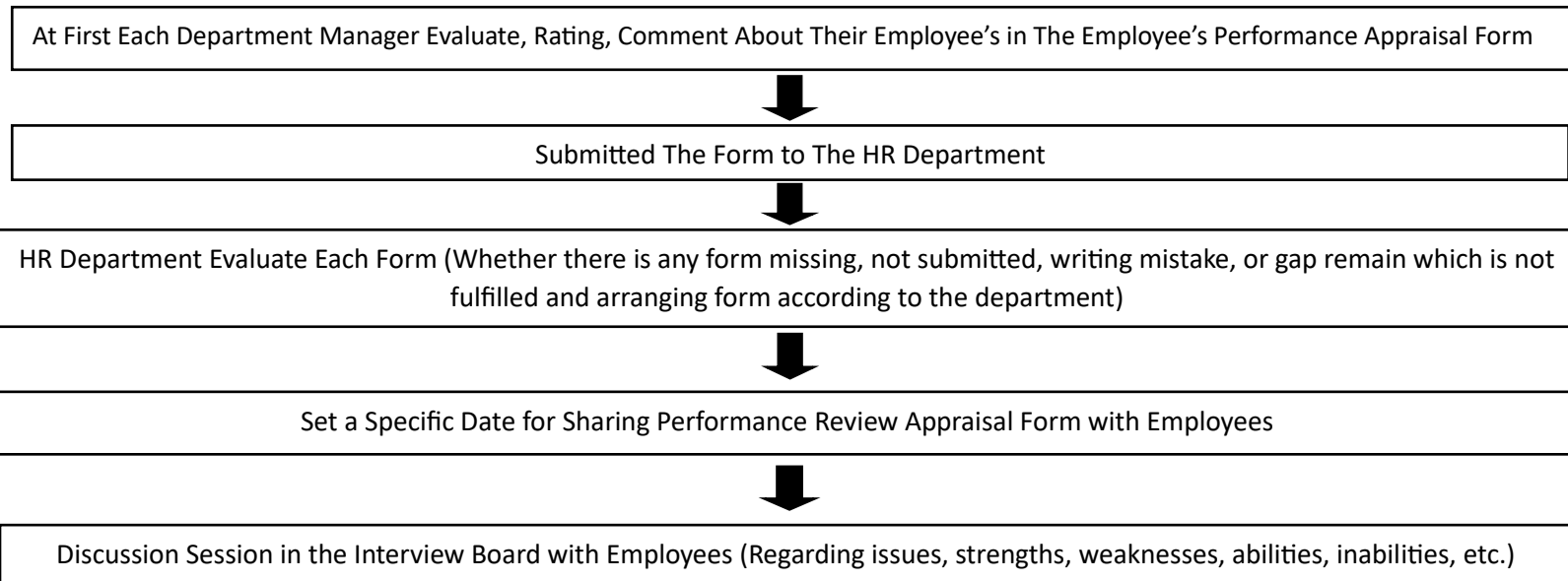


Figure 50: Systematic way of Steps for Doing Employee's Performance Appraisal in BHL

## KPI Metrics & Point for Permanent Employee's Performance Appraisal

In BHL, in order to evaluate each permanent employee based on their performance the organization follows a standard KPI metrics from which it assists the company how much point an employee will get based on their level of performance. Below given the KPI metrics that is used for permanent employee's performance appraisal evaluation based on their activities in BHL Group.

Level of Performance & Point	Description of Performance	Score Ranting
Below Standard (15 pts)	Rarely fulfil duties, failed to encounter to fulfill duties link to the role, need urgent improvement plan	1 - 15
Developing (25 pts)	Partially completed job duties, not completely achieve all expectation, flaws in performance	16 - 20
Proficient (35 pts)	Normally meet primary duties, performed core responsibilities, maintain alignment with work standard	21 - 30
Advance (45 pts)	Exceeded fundamental requirement and taken additional responsibilities, superior performance	31 - 40
Exceptional (55 pts)	Demonstrated mastery various aspect of role, outstanding result, strong consistency, top level performance	41 - 50

Figure 51: KPI metrics table for giving point to the permanent employees based on performance

## Employee's Performance Appraisal Form

### Yearly Basis Performance Review Appraisal



Employee Name: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Reviewer: \_\_\_\_\_  
 Date of Performance Review: \_\_\_\_\_

Rating: Please rate the employee on the following parameters:

Description	Below Standard	Developing	Proficient	Advance	Exceptional
Teamwork	1	2	3	4	5
Flexibility	1	2	3	4	5
Overall Communication (Oral & written)	1	2	3	4	5
Decision Making	1	2	3	4	5
Job Knowledge	1	2	3	4	5
Quality of Work	1	2	3	4	5
Project Management	1	2	3	4	5
Initiative	1	2	3	4	5
Punctuality	1	2	3	4	5
Accomplishment	1	2	3	4	5

Total Performance Score (Out of 50) =

Score Rating	KPI Point	Remark
41 – 50	55	Excellent
31 – 40	45	Very Good
21 – 30	35	Good
11 – 20	25	Average
1 – 10	15	Below Average

i) Employees Strengths/Area of Expertise:

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ii) Expected Accomplishment vs Actual Accomplishment:

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iii) List the areas where the employee developed in ways which enabling him or her to take on additional responsibilities or be eligible for high-profile assignments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

iv) Areas of Development (i.e., communication skills, teamwork, project management, etc.):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

v) Goals for Upcoming Quarter/Half Yearly/Yearly:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Reviewer Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Comment: \_\_\_\_\_

HoHR Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Comment: \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Comment: \_\_\_\_\_

Figure 52: Employees Performances Review Form in BHL Group

**The Steps that Organization Taken for Those Permanent Employees Which Performance are not Well**

In BHL, every employee is evaluated separately based on their performance evaluation form. So, there is a high change that not every employee would have the same weaknesses, strengths, abilities, inabilities toward their work-related responsibilities. In BHL, the same employee’s performance evaluation form is applicable for all of the department’s employees. For that reason, In BHL if an employee worked in accounting department his/her responsibilities would be correctly input the number of amounts, qualities, inventories, depreciation amount, etc. into the computer with accurately and fastly. On the other hand, if an employee working on sales department his evaluation criteria would be based on how much sales target that employee achieved in quarterly, half yearly, yearly and how much remain unachievable. So, we can see from same evaluation form each employee need different qualities, strengths, capabilities to perform

well in the organization. According to my workplace supervisor, by performance review appraisal organization easily figure out what are the strengths and weaknesses a particular employee has and what are the things which they lack of. Based on that during the discussion session in the interview board with employees, employer given feedbacks, initiatives, opinions, advices, suggestions toward employees so that the employees can overcome from their weaknesses and proven themselves as a better employee for the organization. Furthermore, if any majority number of employees facing difficulties to do work as a team, flexibility, communication issues at that time organization organized work shop, training facilities for those people in order to increase their productivity. To conclude, in BHL there is not any specific strategy for the employees to conduct it for all departmental employees rather than the things which are common for each employee they tried to organize work shop, training based on that criterion such as: Work-shop based on team work, communication, mental health awareness, decision making, way of increase productivity. But if any department need any workshop based on technical area of their field, then BHL would organize those workshops and training facilities for them.

### **3.5 The Perspectives of Employees in BHL Group on KPI metrics and Its Evaluation system**

In order to know the employee's perspective and their thought based on KPI metrics and its evaluation system in BHL Group, I have taken the interview of 25 employees to understand their view of understanding regarding the KPI issues and its evaluation method which they have experienced.

#### **The questions that I asked them:**

#### **1. What is your designation in BHL Group and which department you belong?**

= I interviewed a total number of 25 employees. Among them 2 Sales Admin of Sales Department, 7 Executives of Sales Department, 5 Executives of HR & Admin, 2 Senior Officers of Brand, 4 Senior Officers of Supply Chain Management, 3 Officers of Accounting, 1 Officer of Finance, 1 Executive of VAT & Tax.

#### **2. Are you aware about the evaluation system that is used in BHL Group to measuring employee's performance activities based on KPI reports?**

= Yes, everyone was aware about the evaluation system that is used in BHL Group to measuring employee's performance activities based on KPI reports.



**3. Are Employee's performance activities properly guided by the used of KPIs metric?**

= According to the 20 respondents, they agreed that employee's performance activities are properly guided by the used of KPIs metric. 5 of them did not agree with that because most of the performance appraisals are yearly basis so that it takes more time for them to understand whether they did the right things by maintain proper KPI metric or not.

**4. Does BHL Group clearly informed you about the employee's evaluation performance appraisal system?**

= 15 respondents mentioned yes, BHL Group clearly informed them. But rest of the 11 respondents disagreed. Because they mentioned, after working for 1 year in this company they know it.

**5. Does KPI metric assists salespeople to achieve their sales target?**

= Between 25 interviewees there are 9 respondents who are working under sales department. They expressed that it is actually helped them to achieve their sales target by breaking down the sales limit into quarter basis and planning sales goal from there.

**6. Do you think KPI metrics that BHL used for evaluating employee's performance enhance your working activities?**

= All of the 25 interviewees agreed that it is actually given them the pace in their daily working activities. Therefore, they also mentioned that if the KPI results shown their activities is in a below standard or in an average level then there is a high chance of termination of that person.

**7. Do you have any concern regarding the integration of software with KPI metrics to evaluate employee's performance?**

= According to 19 respondents, they do not have any concern regarding the integration of evaluation metrics to ensure its transparency. On the other hand, 6 respondents said, it would create a concerning issues for those who does not understand the software generated evaluation system.

**8. Are you glad with BHL Group existing KPI metrics for assessing the effectiveness of their employee's performance?**

= Everyone said they were satisfied regarding BHL Group existing KPI metrics for assessing the effectiveness of their employee's performance except 2 interviewees. Their understanding was there is no need any KPI if a person is punctual, dedicated, decent, a realize his/her duties and properly handle their responsibilities.

**9. Do you think BHL Group technology driven performance analytic metrics provide appropriate and reliable data?**

= According to 25 respondents, yes, it is 100% accurate because the data generated from KPI metrics which is integrated with software system and then it is align with the server that make more digitalized to boost real time information of any employees.

**10. Are you facing any issues or difficulties by the digital evaluation system of employee's performance based on KPI matric in the BHL Group?**

= Twenty-three (23) interviewees answered that from till now they were not faced any kind of difficulties. 2 of them said that the only difficulties they have faced that forget to punch their ID card before starting their daily schedule but gradually they adapt with the organization system.

### **3.6 Limitation of this Report**

Despite doing my best to bring as much information as possible toward this report, there will always be some limitations which need to be taken into account. BHL has near about 2500 employees who are working in the different department of the organization. It was really complicated for me to get in touch with all 2500 employees in the organization and understanding their point of view regarding KPI metrics-based employee's performance management system. Moreover, in BHL there are various educational background employees working there. So, the understanding level about KPI would not be the same for each employee, and they do not have any interest, time to participate a survey which is based on employee's performance activities. For all of this reasons, employees who worked in the head office and corporate office of BHL organization were already familiar with this procedure. For that cause I had taken interview from them to understand the perspective regarding employees' point of view whatever they thought about the KPI system of BHL Group. In this report, only four portions of employee's performance (attendance, 360° behavioral performance, salespeople performance appraisal, permanent employee's performance appraisal) based on KPI metrics are taken in account. In addition, there are many other indicators which were not taken into account. To conclude, this report might become so strong if it had been undergoing both qualitative and quantitative research method to compare employees who work under KPIs and who do not work under KPIs to measure their performance activities what makes them different and have in common, performance efficiency level based on ages, hours take to complete daily task.

### 3.7 Summary and Conclusion

Every business organization needed their own key performance indicators to measure the employee's performance activities and taking the steps of any initiative regarding decision making processes. Key performance indicators (KPI) assist an organization to convey the message toward the employees so that employees can understand what are the things company expected from them, the objectives, employee's accountability for their own key performance and helps the organization to ensure the company is moving toward right direction. Nowadays business become so much competitive and each organization completed with others in order to become market leader in their industry and in these cases, key performance indications for the employee's performance management actually assist the organization to figure out whether the company going to the right direction to fulfill its goal. Because every result of any company depends on its inside activities which showing the spitting image of the organization as an outer look. If the inside activities of the organization messed up then no matter how much initiative taken to change the result would remain as same as it was before. For any business it is absolutely crucial for the management system, at the same time HR & Admin administration of the organization to evaluate the employee's performance. BHL organization also conducting the same procedure to assessing their employees. Moreover, they are quite advance with their key performance indicators which integrated with software system and connected with BHL server to get real time performance information of any employees. In addition, software provides 100% accurate and authentic info which aid the organization to analyze properly regarding taking any steps toward any employee about their performance. To sum up, BHL company doing an amazing job the way the organization assessing their employee's performance appraisal.

### 3.8 Recommendation

Although BHL handle their KPIs metrics excellently by utilizing digital software integrated system to get 100% accurate and real time performance activities result of their employees but there is always room for growth. Below are some suggestions that I recommended from the employees' point of view, which I realized when I conducted the interview with them. Those are:

- i) **Reward System:** Employees those who could not maintain proper KPIs metrics tools such as when they entered in the office sometimes or often, they forgotten to punch their ID card toward attendance machine. For this reason, though that employee worked in the office and completed his/her tasks but at the end of the month when company provide salaries toward their employees at that time it hampered that employee. Because the policy of the BHL company is salaries would provide based on how many days an employee present in the organization and completed his/her tasks that is given by their supervisors, managers, department heads etc. So, if the organization introduce some incentive, bonus or any types of reward which somehow pursue them to maintain daily attendance activities by punching their ID card into attendance machine to keep record of their daily presence. Then it would benefit not employees but also the

organization. Because at that time employee will feel a sense of satisfaction and sense of urgency to attend in the office on regular basis.

- ii) **Separate Training for Novice on KPIs Part:** Those who are novices in the BHL organization the authorities should provide them a proper introductory training to making them realization what are the key performance indicators metrics, grade, point the organization used in order to assessing each employee and how the process worked, and in order to maintain those processes what are the things an employee should do in their working place to properly handle their KPI point. Moreover, what are the things that organization expected from them also display it. Furthermore, introducing the KPIs based description level of performance, rating score, grade number so that every novice can easily understand what are the things they have to do in order to sustain in BHL organization.
  
- iii) **Portfolio of Direction:** The thing I observed that when a resign employee's position is replaced by novice employee at that moment it takes a certain period of time for the new employee to adapt his/her job roles, policy, culture, and environment of that organization. Moreover, his/her supervisor have to guide that newbie from the very beginning/from the very starting point regarding how to conduct the job, whom to provide report, whom to report about concerning issues, etc. Furthermore, it consumes a lot of time of the company. So, if there would present any portfolio or documented information notebook were mentioned everything regarding the task based on the designation of the employees then it would save the time of supervisor, BHL authorities to conduct the operation of that position as smoothly as possibles. At the same time that new employee also benefited from the portfolio of direction where he/she not have to disturb his/her colleague to ask any questions to regarding the position related activities.

## Appendix

### BHL Group Current Ratio

Year	2019	2020	2021	2022	2023
Current Ratio = $\frac{\text{current asset}}{\text{current liabilities}}$	$\frac{615478963}{2789541239}$	$\frac{798543219}{1875412693}$	$\frac{870648182}{1370816798}$	$\frac{1390789934}{894985823}$	$\frac{1903421116}{833485900}$

### BHL Group Quick Ratio

Year	2019	2020	2021	2022
Quick Ratio = $\frac{\text{current asset} - \text{inventories}}{\text{current liabilities}}$	$\frac{615478963 - 1779890}{2789541239}$	$\frac{798543219 - 7883239}{1875412693}$	$\frac{870648182 - 737516080}{1370816798}$	$\frac{1390789934 - 1172611295}{894985823}$

2023
$\frac{1903421116 - 1549557708}{833485900}$

### BHL Group Inventory Turnover Ratio

Year	2019	2020	2021	2022	2023
Inventory Turnover Ratio = $\frac{\text{Sales}}{\text{Inventory}}$	$\frac{13898494}{1149906}$	$\frac{13742939}{10994351}$	$\frac{198272095}{158854789}$	$\frac{772203469}{631809165}$	$\frac{871702534}{712791162}$

### BHL Group Total Asset Turnover Ratio

Year	2019	2020	2021	2022	2023
Total Asset Turnover Ratio = $\frac{\text{Sales}}{\text{Total Asset}}$	$\frac{13898494}{173731175}$	$\frac{13742939}{152699322}$	$\frac{198272095}{1818173551}$	$\frac{772203469}{2808946202}$	$\frac{871702534}{3340985579}$

### BHL Group Fixed Asset Turnover Ratio

Year	2019	2020	2021	2022	2023
Fixed Asset Turnover Ratio = $\frac{\text{Sales}}{\text{Fixed Asset}}$	$\frac{13898494}{115820789}$	$\frac{13742939}{85893369}$	$\frac{198272095}{817326034}$	$\frac{772203469}{1160656268}$	$\frac{871702534}{1180064463}$

### BHL Group Average Collection Period

Year	2019	2020	2021	2022	2023
Average Collection Period = $\frac{\text{Account Receivable}}{\text{Sales}/360}$	$\frac{146706}{13898494/360}$	$\frac{164152}{13742939/360}$	$\frac{1327019}{198272095/360}$	$\frac{1419963}{772203469/360}$	$\frac{14010768}{871702534/360}$

### BHL Group Average Payment Period

Year	2019	2020	2021	2022	2023
Average Payment Period = $\frac{\text{Account Payable}}{\text{Cost of Goods Sold}/360}$	$\frac{718893344}{18745625988/360}$	$\frac{27356279}{732791162/360}$	$\frac{18605153}{772203469/360}$	$\frac{24356279}{712791162/360}$	$\frac{708882266}{19711065988/360}$

### BHL Group Time Interest Earned Ratio

Year	2019	2020	2021	2022	2023
Time Interest Earned Ratio = $\frac{\text{EBIT}}{\text{Interest Expense}}$	$\frac{23589647}{23458762}$	$\frac{25548549}{23458962}$	$\frac{28337768}{24558951}$	$\frac{120311276}{99220941}$	$\frac{132628019}{107211882}$

### BHL Group Gross Profit Margin

Year	2019	2020	2021	2022	2023
Gross Profit Margin = $\frac{\text{Gross Profit}}{\text{Sales}} \times 100$	$\frac{2048956}{13898494} \times 100$	$\frac{2748588}{13742939} \times 100$	$\frac{39417306}{198272095} \times 100$	$\frac{140394304}{772203469} \times 100$	$\frac{158911372}{871702534} \times 100$

### BHL Group Operating Profit Margin

Year	2019	2020	2021	2022	2023
Operating Profit Margin = $\frac{\text{EBIT}}{\text{Sales}} \times 100$	$\frac{267569}{13898494} \times 100$	$\frac{319805}{13742939} \times 100$	$\frac{28337768}{198272095} \times 100$	$\frac{120311276}{772203469} \times 100$	$\frac{132628019}{871702534} \times 100$

### BHL Group Net Profit Margin

Year	2019	2020	2021	2022	2023
Net Profit Margin = $\frac{\text{Net Profit}}{\text{Sales}} \times 100$	$\frac{1958965}{13898494} \times 100$	$\frac{2258967}{13742939} \times 100$	$\frac{2589185}{198272095} \times 100$	$\frac{14763235}{772203469} \times 100$	$\frac{18426699}{871702534} \times 100$

### BHL Group Return on Assets

Year	2019	2020	2021	2022	2023
Return on Assets = $\frac{\text{Net Profit}}{\text{Total Asset}} \times 100$	$\frac{2095743}{125486551} \times 100$	$\frac{2389192}{161874551} \times 100$	$\frac{2589185}{181873551} \times 100$	$\frac{14763235}{2808946202} \times 100$	$\frac{18426699}{3340985579} \times 100$

### BHL Group Return on Equity

Year	2019	2020	2021	2022	2023
Return on Equity = $\frac{\text{Net Profit}}{\text{Total Equity}} \times 100$	$\frac{14753256}{2908657935} \times 100$	$\frac{14763235}{2808946202} \times 100$	$\frac{2589185}{386818421} \times 100$	$\frac{14763235}{534450771} \times 100$	$\frac{18426699}{718717768} \times 100$

### BHL Group Return on Investment

Year	2019	2020	2021	2022
Return on Investment = $\frac{\text{Net Profit}}{\text{Total Investment}} \times 100$	$\frac{2156987}{408523145} \times 100$	$\frac{13907343}{1229840764} \times 100$	$\frac{2589185}{447356754} \times 100$	$\frac{14763235}{1913960379} \times 100$

2023
$\frac{18426699}{2507499678} \times 100$

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