

Report On

Human Resource Management Practices:

A study on “Performance Management System of eGeneration”

By

Afreen Labiba

Student ID: 17304132

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

**BRAC Business
School**

BRAC University
January 2022

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Declaration

It is officially declared that:

1. The internship report given is my own original work completed at BRAC University while pursuing a degree.
2. The report does not include anything that has been previously published or authored by a third party unless it is properly cited with complete and correct referencing.
3. The report does not contain any content that has been accepted or submitted for any other university or other institution's degree or diploma.
4. I've acknowledged all major sources of assistance.

Student's Full Name & Signature:

Afreen Labiba

Student Full Name

ID:17304132

Supervisor's Full Name & Signature:

Mr. Mahmudul Haq

Supervisor Full Name

Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Mr. Mahmudul Haq

Associate Professor,

BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

It is my pleasure to exhibit my internship report to you, written based on the topic “A study on Performance Management System of eGeneration”. The report was written using the knowledge I obtained as an intern and while conducting research under your supervision.

With your gracious assistance, I did my best to express my entire experience in the report and satisfy all of the needed data. I believe this report satisfies all of the standards.

Sincerely yours,

Afreen Labiba
17304132
BRAC Business School
BRAC University
9th January 2022

Non-Disclosure Agreement

The following information used within the report is made and entered into by and between **eGeneration Ltd.** and the undersigned student at BRAC University **Afreen Labiba (17304132)**. The purpose of doing so is to refrain from disclosing data and related information of the organization which might be confidential.

Signature of Student

Afreen Labiba

ID:17304132

BRAC University

Signature

Ms. Ismat Jahan

Head of Human Resources

eGeneration. Ltd.

Acknowledgment

Following the completion of my internship report, I'd like to express my heartfelt gratitude to my academic supervisor, **Mr. Mahmudul Haq, Associate Professor at BRAC Business School**, Sir, for his unwavering support in providing procedures and valuable suggestions as well as providing clear guidelines for the report's structure.

Furthermore, I am grateful to the entire HR team at eGeneration Ltd, as well as my main supervisor, **Ms. Ismat Jahan Maam**, for providing me with vital information and assisting me in adapting to the workplace atmosphere. I'd want to express my gratitude to **Ms. Fariha Tamanna**, eGeneration's Executive of HR Department, for her continuous assistance. It was my pleasure to get a chance to work as an intern over here and to get practical knowledge about the HR practices and challenges of the Tech sector which was made possible to learn smoothly through their moral support and motivation that they have showcased upon me.

Finally, the ultimate gratitude should be given to Almighty **Allah** for keeping me safe and healthy during this challenging time and due to his blessing today I am able to complete my internship journey.

Executive Summary

I have discussed eGeneration's present condition and HR actions in this report. I have also discussed some of the issues they may address to improve the HR department and their performance management system. They can increase the value of the company as a whole by improving these concerns.

This report is based on my three months of the practical learning experience at eGeneration. This internship program enlightened me about the practical aspects of operating a company.

eGeneration Ltd. is one of Bangladesh's leading IT consulting and software solutions firms. The IPO of eGeneration will be the first for software technology enterprises in Bangladesh.

Most importantly, the main intention was to conduct research on the performance management system which is one of the pivotal factors behind the declining success rate or the productivity rate of the tech industries in Bangladesh. The main goal was to conduct study on the performance management system, which is one of the major elements contributing to Bangladesh's deteriorating success or productivity rate in the tech sector. As a result, as a member of this industry, eGeneration faces comparable issues. As a result, this study attempts to represent the major characteristics connected with or causing inefficient performance management systems, as well as the HRM practices that eGeneration employs to address the issue. Bangladesh has an organized and rigorous performance management system in place, which helps to the professionalism of the business. They use their own database information to assess performance at the end of the year. The three elements of eGeneration's performance management system are goal setting/KPI, mid-year talk, and year-end review. Determine the roles of employees by consulting with their line supervisors. The management makes use of the employee's evaluation data from the previous year. Weight is used to set the goals. The purpose of this research is to learn more about their performance management system and HR operations. The report, in my opinion, also provides recommendations and findings that could help the department and the organization expand more effectively.

Keywords: *Human Resource Management; performance management system; eGeneration ltd.*

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List of Acronyms:

✓ HRM	Human Resource Management
✓ eGen	eGeneration Ltd
✓ HRMS	Human Resource Management Software
✓ PMS	Performance Management System
✓ HRIS	Human Resource Information System
✓ KPI	key Performance Indicators

Chapter 1

Overview of Internship

Information of the Internship

Name: Afreen Labiba

ID: 17304132

Program: Bachelor of Business Administration

Area of Specialization (Major): Human Resource Management

1.1 Internship related information

1.1.1 Information Related to Internship Organization:

Period: 1st November 2021 – 1st February 2022

Company Name: eGeneration Ltd

Department – Human Resources, Admin

Address Saimon Center, Level 5, House 4/A, Road 22, Gulshan 1, Dhaka, Bangladesh.

1.1.2 Information related to Internship Company Supervisor:

Name: Ms. Ismat Jahan

Position: Head of Human Resources – eGeneration Ltd.

1.1.3 Job Scope:

Job Description

The following were my responsibilities and commitments at work:

- 1) Moving from one desk to the next and monitoring the daily HR activities to become acquainted with the surroundings: and, finally, asking questions and learning about their policies by reading documentation.
- 2) Collecting images and information about the following worker's relatives whom they wish to nominate as their nominee, and lastly entering the information into their service books, filling out the personal information form of newly recruited workers by asking them.
- 3) Oversee the training and development department.
- 4) My main responsibility was to assist the Head of HR with assignments by organizing the relevant paperwork for them to do their work.
- 5) Assisting with a seamless and timely recruitment process.
- 6) Assisting with KPIs and performance appraisals.
- 7) Creating individual employee files
- 8) I organized all of the paperwork of the employees by their Id numbers. Many employees' required documents, such as emergency contacts, NIDs, blood groups, and so on, were missing in some situations. I was given the task of gathering them and updating the portfolio with the new information they provided.

1.2 Internship outcomes

1.2.1 My Contribution to the company:

By efficiently fulfilling the roles, a person can demonstrate his or her contribution to the firm. As an intern, I feel I made the following contributions to the company:

To begin, the work entails assistance with the recruitment process, including interview calls, interview preparation, and other essential arrangements. Furthermore, job responsibilities include managing employee databases and personal files, new employee onboarding, joining formalities, and data collection for various HR reports. In addition, the job description includes monitoring employee leave and attendance, assisting with various employee engagement initiatives organized by the HR department, and other relevant responsibilities required by the individual departments.

1.2.2 Benefits received while working in eGeneration Ltd:

To begin with, throughout my undergraduate education at BRAC University, all of the major HRM classes I took were nearly entirely theoretical in nature. As a result, seeing theoretical information put into practice was unquestionably beneficial to me. For example, we have read about many HR practices, so seeing them on my own and working on them appears to be a fantastic opportunity, especially at one of the recognized firms that appreciate its personnel and work to grow it. As a result, all of the experiences I've gained will benefit me in my future job.

Working as an intern at eGeneration also allowed me to get experience in the corporate sector, which taught me the importance of time. I learned how to complete all of my tasks by a specified deadline, which will now assist me in setting goals in my life. They've also taught me how to deal with pressure and keep positive relationships with my coworkers. I also learned how to improve my leadership abilities.

In addition, I was able to directly examine the operations in which the HR department plays a critical role. Reading about it in the articles was one thing, but seeing it in action was quite another, since its operations are far more extensive than we imagined. As a result, it provided me with a variety of fresh experiences.

Finally, it assisted me in improving my soft skills, which primarily entail continual communication with a variety of individuals, as well as overcoming my inefficiency as an

introvert and learning more about my own potential.

1.2.3 Difficulties faced while working as an intern:

Despite the fact that it was a pleasure to work as an intern at eGeneration Ltd., I nonetheless faced some problems and difficulties, which are listed below:

- There was a lot of paperwork; despite having various software and data-based systems, they kept a lot of paper. For example, they may enter all recruitment and selection information into their software, but they must retain all paper and registered copies for future review.
- Because the human resource department is highly active, the HR teams get busy generating compensation sheets and audit reports during a specific period of the month, most likely towards the end of the month. As a result, they were unable to concentrate or provide me with adequate time during certain hours, and I was forced to sit idle in some circumstances.

1.2.4 Recommendations for the future internships to the company:

Though it was a pleasure working in eGeneration and got all the support from them in terms of learning, still according to me there are some areas in which they can improve are given below:

According to my, future Interns should be provided a temporary employment ID card so that the Interns can use it as per their necessity. Moreover, eGeneration can arrange an orientation program for the future Interns which will make the Interns understand their roles in a clearly defined way. Additionally, the orientation program will also be useful for a formal introduction session and make the Interns feel warmly welcomed to the workplace. Furthermore, the future Interns can be provided with handbooks so that the Interns can get a better understanding of their workplace, necessary rules, and guidelines. They can offer the future Interns time flexibility so that the Interns can feel motivated towards their duties instead of feeling burdened. Lastly, they should also offer in-house training for future Interns to develop the skills that are necessary for their assigned roles.

Chapter 2

Organizational part: *About eGeneration Limited.*

2.1 Introduction:

Internships are an important aspect of a student's life as they pursue their undergraduate degree. Since it is required for a student to work as an intern at an organization and write a report based on their experiences. I had to work as an intern in order to get my bachelor's degree. The internship is crucial because it provides a practical application of all of the theoretical knowledge gained throughout university, and in most cases, it is the first time a student is exposed to the world of business and organizations. In addition, I began working at eGeneration Limited as an intern in the Human Resource & Administration department. Which handles with all of their employees' paperwork, as well as formal documents such as client or shareholder contracts, various licenses of validity awards, and so on. The HR department is also in charge of hiring new staff, offering essential training, and evaluating them on a regular basis. eGeneration has been hard at work providing cutting-edge creative solutions constantly. eGeneration has been polishing its expertise in cutting-edge technologies such as artificial intelligence (AI), machine learning (ML), natural language processing (NLP), data analytics, blockchain, and cyber security to do this. eGeneration has become the first and only Microsoft LSP in Bangladesh (Licensing Solution Partner). SAP, Oracle, Barracuda, VMware, CISCO, and Kaspersky are among its premium licensing and installation partners.

Objectives

To finish an internship, a report must be written that reflects the intern's learning during the internship based on their experience and observation. In this internship report, I will concentrate on my organization's primary areas as well as eGeneration Ltd's HR department. Furthermore, this report will include a detailed overview of their HR procedures, including recruiting, selection, appraisal, and evaluation. This report also includes a project section that focuses on the organization's performance management system.

Methodology

The technique of my internship report is based on two sorts of data. There are two types of data in this set: primary data and secondary data.

The primary data:

- The primary data that I obtained while examining the organization. Observing work in the HR department, having an after-hours discussion with the Executive, interviewing other colleagues, and so on.

Secondary data:

- Secondary data was gathered from eGeneration Ltd's official website, which included a study of various articles, online news sites, and reports.
- Newspapers\s
- Internet
- Textbook

2.1.2 : Scope

Though I did not have much scope to explore the full organizational activities such as their marketing practices, financial data, and different HRM software which they use, due to their policy of not letting an intern interfere in other departments. However, there were a lot of other scopes for me to learn and enhance my capabilities by doing an internship in this organization. Such as being a student of HRM I got to learn major functions and practices of HRM in real-time. Being present at an interview session taught me what an interviewer actually wants in a candidate. This will help me to improvise and prepare myself for future interviews. Furthermore, working for this organization allowed me to meet a variety of successful business entrepreneurs and learn from their experiences. Last but not least, this internship taught me how to interact with various corporate personalities and how to act appropriately around them. As a result, I believe this will be beneficial to me throughout my career.

Limitations:

Completing the report's criteria was incredibly challenging., such as including the company's financial data and marketing practices, due to the company's policy, the software's confidentiality, visiting other departments, and obtaining any information about those departments, due to the company's policy, the software's confidentiality, and visiting other departments and obtaining any information about those departments.

- **Time constraint:**

In a very short span of time, I had to complete this report. As a result, time to prepare a report within the specified timeframe was quite difficult.

- **Busy working environment:**

Due to their extensive routine duties, the employees had limited time to provide information.

- **Insufficient data:**

Due to the business's confidentiality, some requested information could not be obtained.

2.2 Overview of the company

eGeneration Ltd. is a leading IT consulting and software solutions company in Bangladesh. The IPO of eGeneration will be Bangladesh's first for software technology companies. eGeneration has been working tirelessly to produce leading innovative solutions for the Banking and Financial sector, eGovernance, and Manufacturing sectors, with the biggest number of clients.

To do so, eGeneration has been honing its skills in cutting-edge technologies including artificial intelligence (AI), machine learning (ML), natural language processing (NLP), data analytics, blockchain, and cyber security. eGeneration has become the first and only Bangladeshi Microsoft LSP (Licensing Solution Partner).

It is also one of SAP's, Oracle's, Barracuda's, VMware's, CISCO's, and Kaspersky's premium license and implementation partners. Through partnerships with renowned subject experts, a pool of industry professionals, and engagement with academia, eGeneration provides the appropriate solutions with the right people and the right technology. Financial (Banks and NBFIs), Manufacturing, and Public Sector – eGeneration provides end-to-end technological solutions that include: - system integration of cutting-edge technology solutions in collaboration with worldwide experts such as Microsoft, SAP, Oracle, Temenos, VMware, and Cisco - digital transformation through the development of digital platforms based on cutting-edge technologies such as Blockchain, Natural Language Processing, Artificial Intelligence, Machine Learning, and

advanced analytics. - putting in place cybersecurity measures to provide a safe working environment.

Awards: - eGeneration won "South Asian Business Excellence Awards 2017" in the "Best Employer Brand Award category" by World HRD Congress & Asian Confederation and "Best use of IT" award in 2010 from ICT minister - Gemsclip.com, one of eGeneration Ltd.'s sister concerns, won "South Asian Business Excellence Award 2017" in the "Start-up company of the year" category.

2.2.1 Vision, mission, and core values :

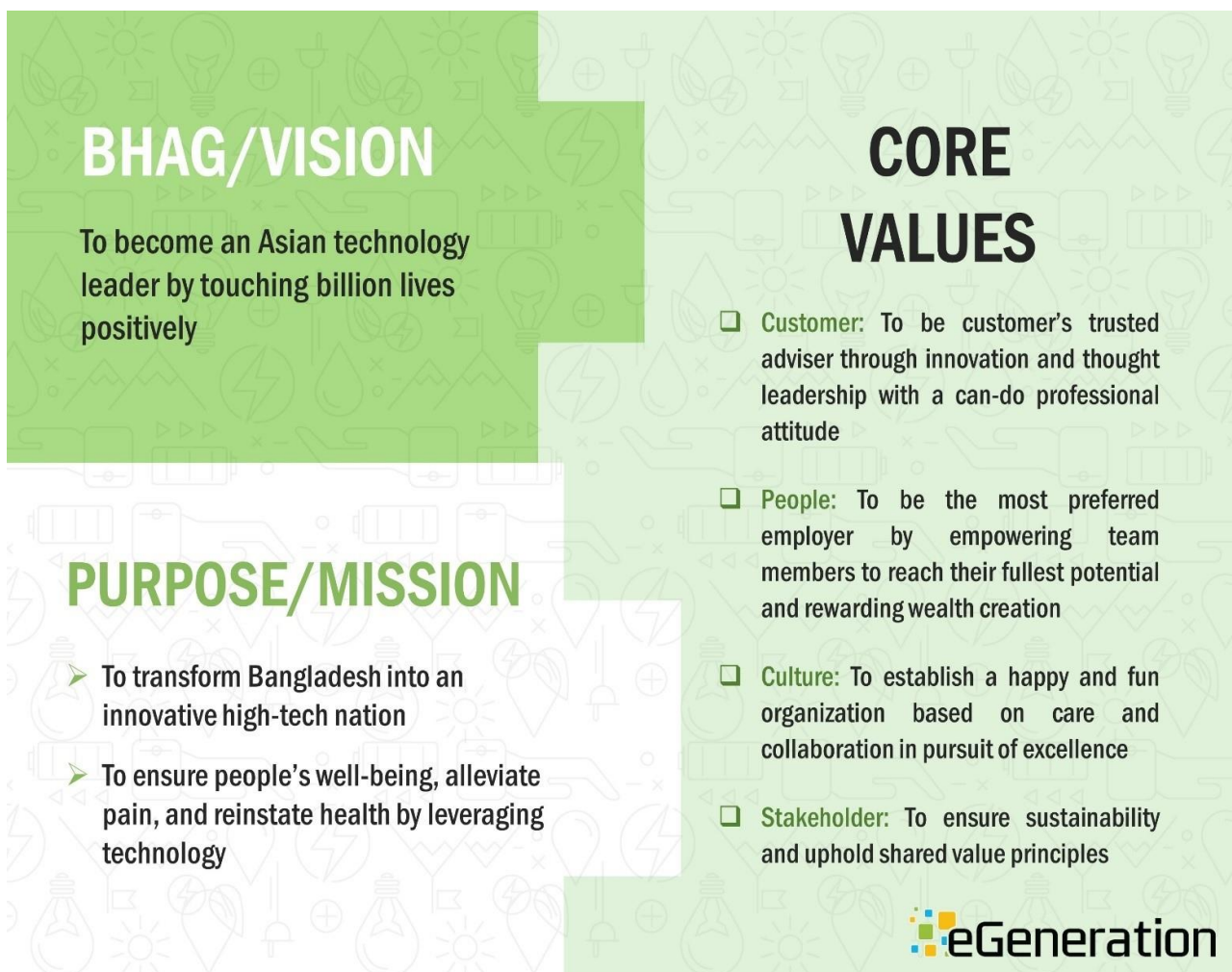


Figure 1: *The company mission, vision, and values.*

As seen from the diagram the company's mission, vision and values are clear.

They want to become an Asian technology leader by touching a million lives positively. Their

purpose is to transform Bangladesh into an innovative high-tech nation and to ensure people's wellbeing, alleviate pain and reinstate health by leveraging technology.

2.2.2 Services we provide and our partners:

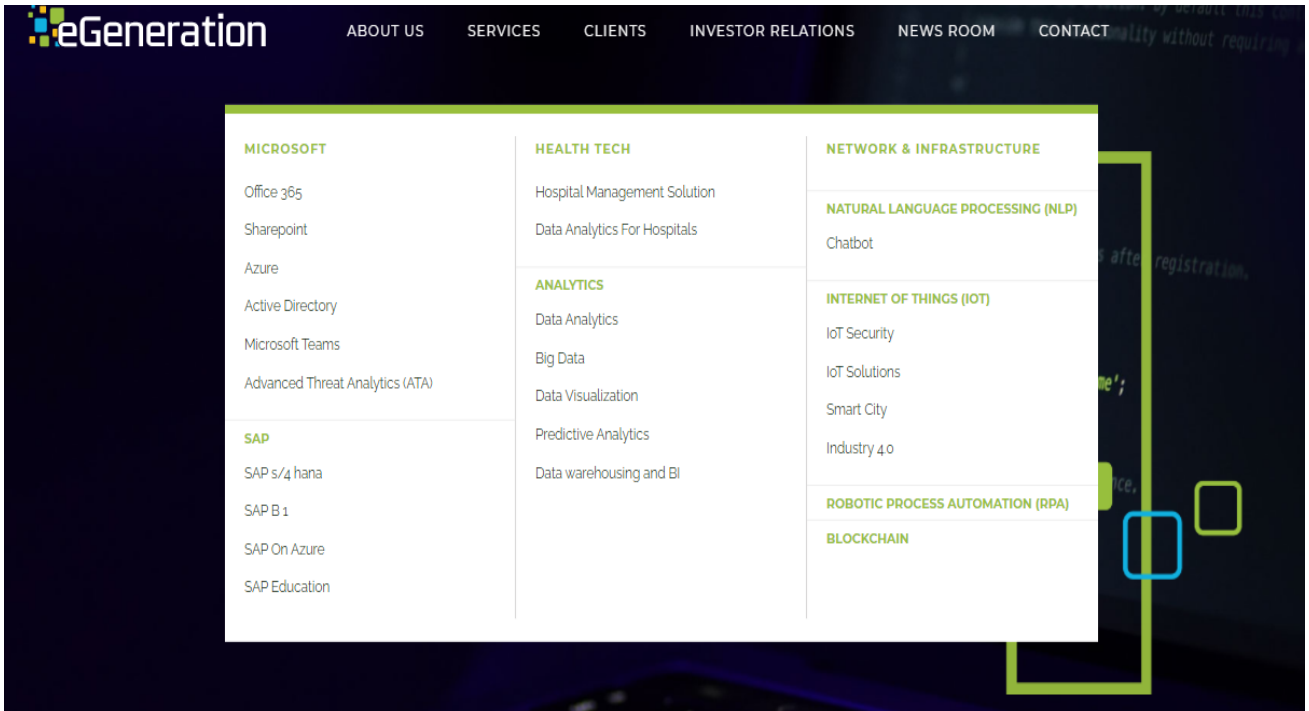


Figure 2: *The software services provided by eGeneration*

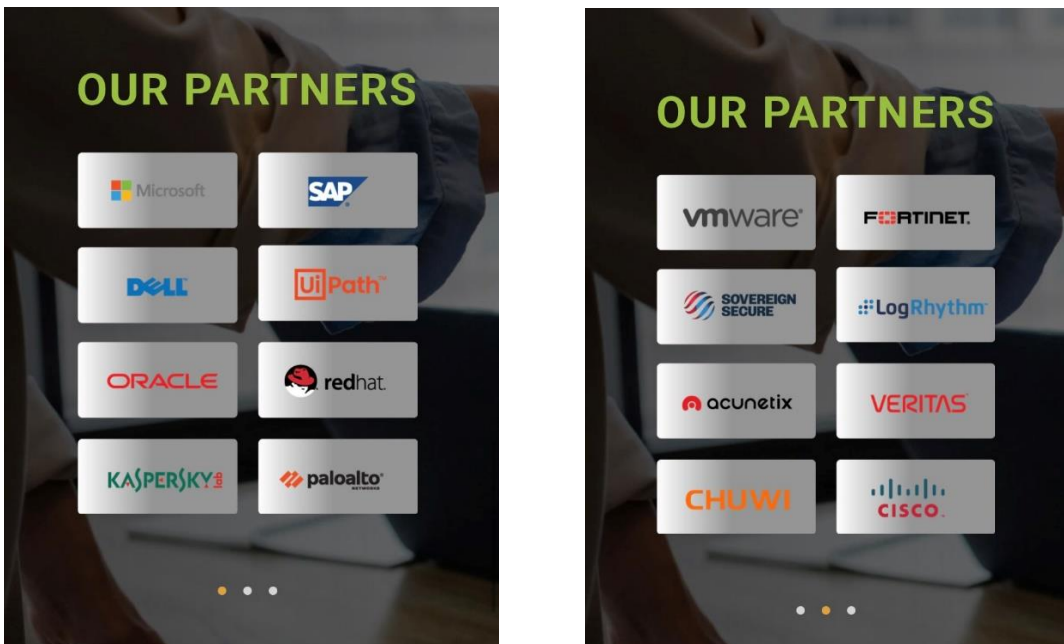


Figure 3: *Partners of eGeneration*

3 **Solutions we provide:**

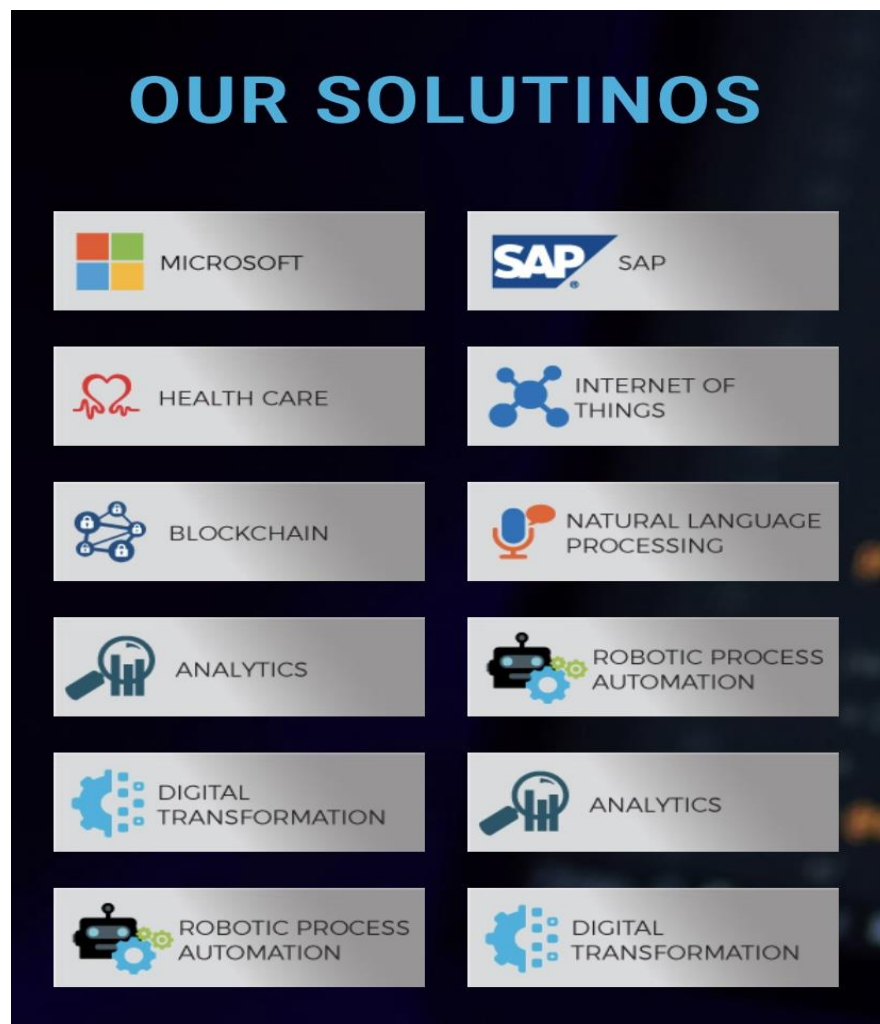


Figure 4: *Solutions of eGeneration*

The solutions provided by eGeneration are the System integration of top technology solutions through partnership with global experts e.g., Microsoft, SAP, Oracle, Temenos, VMware, CISCO.

2.3 Management Practices

Executives and mid-level managers actively participate in the decision-making process at eGeneration Ltd., which adopts a **democratic leadership style**. For example, at eGeneration, they hold monthly HR meetings in which all managers and team leaders are present, and they offer their perspectives and opinions before the Heads of Departments make the final decision.

As a result, this type of leadership style aids a business in effectively identifying problems and developing solutions. Most significantly, it establishes and maintains an effective line of communication between subordinates, line managers, and other departments.

Executing Board members and the Management Committee make up eGeneration's overall management team. The chairman, managing directors, and directors make up the board of directors. The board of directors is involved in policy and decision-making, while the executives, who are generally young and dynamic, are in charge of strategic planning and implementation.

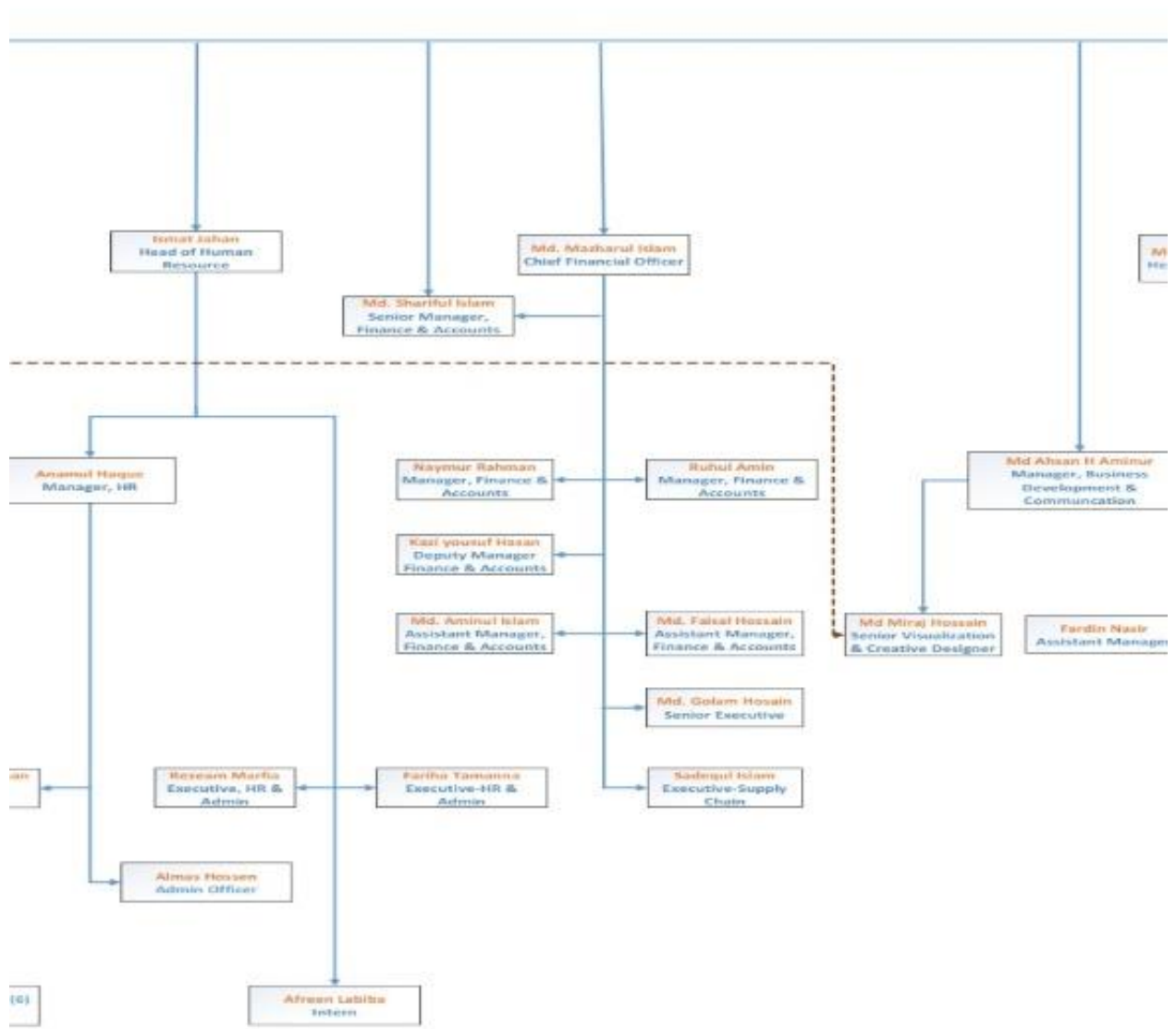


Figure 5: organogram of eGeneration

This is the part of the organization organogram is where my role is placed. I've been placed under the supervision of the head of Human resources, At the top of the organogram, we have the board of directors followed by Mr. SM Ashraf Islam, chairman, and then Mr. Shameem Ahsan, founder, and managing director then Mrs. Syeda kamrun, Director. Under the Managing director, the different department heads are placed and under them the executives then trainees and Interns.

2.3.1 Human Resource Management Practices:

Every company has a human resources department. When it comes to small businesses, the owner may handle the role of HR all by himself, but a good, well-run business will always have its own HR department. All of eGeneration's business concerns and units have an HR department, which is overseen and led by the head of HR. It is critical to have an HR department because it is responsible for managing the staff of all units in accordance with corporate and Bangladesh labor laws. As a result, I'll go over the many HRM practices that eGeneration taught me as an intern.

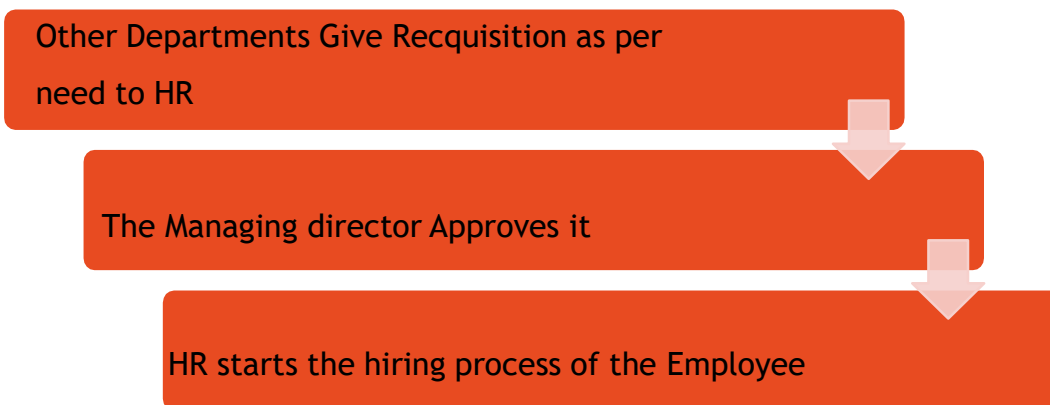
2.3.2 Recruitment and selection process:

What is the procedure for completing and approving Human Resource Planning?

HRP is the initial phase in the hiring and selection process (Human Resource Planning). The number of people required to manage a company is determined by a specified budget or when the department head informs the HR department of new hires. As a result, under eGeneration, the Job description and summary are provided to the Managing Director for approval after receiving a requisition from the department head. The HR department then takes the first steps in finding the right candidate; the recruitment process is primarily carried out by posting job openings on various online job portals, such as Bd Jobs, LinkedIn, and others, with information about the position, educational qualifications, and job description. Those who are interested should send their CVs to the specified email address, where HR will do a CV search and choose a few applicants for an interview. A brief interview is conducted over the phone before being summoned to the corporate office for a written exam. The exam questions is based on discussions with department officers who were looking for employees to fill a vacancy. After the candidates have completed the exam, a final interview board comprised of a panel of various experienced employees, including HR, is formed. Finally, candidates who perform well in the exam are interviewed based on their written exam, and if the panel finds the candidates suitable, further discussions concerning remuneration are held, and the candidates are subsequently hired. Reviewing the number of employees each year is important because the company tries to introduce new advanced technology each year, such as more computer equipment or advanced machinery, that may replace the need for an employee. As a result, after analyzing all of these factors, it is critical for smooth employee onboarding.

□ **Some specifications required for recruiting employees:**

1. Knowledge about the job
2. Good behavior
3. Have some goal
4. Disciplined and maintains rules
5. Leadership Quality
6. Communication skills



Maintaining a personal file for a new employee:

A personal file consists of the basic information of the employees and their important documents such as:

- Appointment letter
- Offer letter stating the salary and job specification and responsibilities
- Role profile of the employee
- Tax certificate
- CV/ Resume and Cover letter
- Photocopy of educational certificates.

- Experience certificate from previous workplaces
- Photocopy of personal information such as NID, Passport, Birth certificate
- Emergency contact person and their details

These files are stored both as a softcopy on HRMS and a hardcopy on the HR department

2.3.3 Performance Appraisal System:

It is HR's responsibility to monitor the performance of employees and management staff, regardless of how long they have been with the firm; therefore, it is critical to conduct a performance evaluation after hiring the proper individual. Furthermore, in addition to performing a performance evaluation, the HR person provides benefits and yearly increments to a specific employee based on his or her rating. The traditional approach of evaluating employees is used by eGeneration. Furthermore, performance is reviewed on a half-yearly basis at the end of each six-month period using an assessment form or KPIs developed by various department heads, with an employee expected to achieve specified requirements. A KPI's parameters comprise all the parameters, for example, and each parameter includes certain points that sum up to a total of 100 points. As a result, employees are graded on a scale of 100 points.

Below is a KPI or Performance Appraisal form of eGeneration.

Personal Details			
Name:	Md. Riyad Uddin	Employee ID:	1098
Designation:	Sr. Technology Specialist-Modern Workplace Solutions	Date of Joining:	1 st January 2019
Department:	Infrastructure & Solutions MW&UEM	Current Position Since:	1 st March 2020
Appraiser's Name:	Md. Ariful Islam	Period Under Review:	
Appraisers' Dept.:	Infrastructure & Solutions		

If the job holder has been in the current department for less than 6 months, please indicate:	
Previous department:	Previous supervisor's Name:

1.0 WHAT YOU ACHIEVED

This part is used by the Supervisor and Staff to mutually set expectations on individual Key Performance Indicators (KPIs) or objectives at the start of the assessment periods. The grade is based on an average of his or her overall monthly accomplishment throughout the course of the assessment period.

Key Performance Indicators (KPIs)	Weight In%	Target	Achievement	Percentage of Target achieved
Ensuring smooth Service delivery for Projects from Envisioning to Project closing with proper documentation, Project Management, and customer communication for all technologies related to Modern Workplace & Unified Endpoint Management Solutions	30	As per assignment		
Ensuring smooth support Services for all onboarded customers	20	Weekly minimum 2 cases by ensuring customer SLA		
Presales Assistance	10	Assisting Presales for POC, Solution demonstration as assigned by HOD. (Required monthly report)		
Technology Learning & Technical Team development for Projects and Support	30	Self-Development on New Technology & Solutions, Completing Vendor Certification, Assessment. Developing New resources to related solutions area		
Managing customer relationships and ensuring customer retention	10	Continuous		
Overall Score	100%			

2.0 HOW YOU ACHIEVED

Competencies are the foundation of “how” we achieved business results. It forms the basis for ongoing learning and development. In this part, staff has an opportunity, together with his/her manager, to review individual demonstrated competencies against those competencies we believe are important to possess as a manager in our organization.

Scale	Definition
5	Excels in all practices; full mastery of all aspects of this competency
4	Very Proficient; well developed in this competency
3	Performs well in most practices; needs development in one or two practices
2	Most practices require development; may demonstrate partial proficiency in some practices
1	No proficiency was demonstrated; much development needed
N/A	Competency is not applicable to the position

Competency Review	Proficiency Rating					
2.1 Accountability	5	4	3	2	1	N/A
Takes personal ownership and responsibility for the quality and timeliness of work commitments. Follows organizational guidelines, professional standards, regulations, and principles. Demonstrates reliability and integrity on a daily basis.	Comments					
2.2 Customer Focus	5	4	3	2	1	N/A
Make internal and external customers, as well as their requirements, the major emphasis of one's efforts. To assist accomplish corporate objectives, long-term strategic organizational and financial advantages, develop and maintain productive and collaborative relationships with principals and important customers. This includes communication and meetings with clients and partners as and when needed.	Comments					
2.3 Creativity and Innovation	5	4	3	2	1	N/A
Think beyond the confines of the traditional practices to recognize opportunities and find new ways of doing things. This may include finding new ways of increasing work efficiency.	Comments					
2.4 Leadership	5	4	3	2	1	N/A
Use appropriate interpersonal styles and methods to inspire and guide individuals toward organizational goal achievement. Establish a course of action to accomplish long-term strategic goals or vision. Display an understanding of cultural differences by adjusting individual styles and communications while leading the team. Leadership also reflects in training and guiding colleagues voluntarily.	Comments					

2.5 Personal Development	5	4	3	2	1	N/A
Displays self-awareness, a high level of energy, persistence, and a positive outlook. Continuously seeks ways to improve and learns from mistakes and constructive criticism. This may include seeking more knowledge of the company's products, taking the initiative to do a training, etc.	Comments					
2.6 Communication	5	4	3	2	1	N/A
Understand and respect the views of others. Clearly convey concise and relevant information and ideas through a variety of media to individuals or groups to help them understand and retain the message. Maintain transparency of work with Supervisor and the management.	Comments					
2.7 Relationships	5	4	3	2	1	N/A
Effectively build constructive, professional relationships and connections with people, both within the organization and external clients. Develop and maintain partnerships to create and leverage opportunities for the organization.	Comments					
The overall rating for this section	5	4	3	2	1	

3.0 OVERALL PERFORMANCE RATING

A combination of staff achievement of KPIs / objectives and showing of competences determines overall performance grade.

Section	Weight In %	Rating
WHAT YOU ACHIEVED (KPI)	70%	
HOW YOU ACHIEVED (Competency)	30%	
OVERALL PERFORMANCE RATING	100%	

4.0 DEVELOPMENT AND TRAINING NEEDS

Summarizes the jobholder's strengths and identify key competence development needs for greater effectiveness in the current job and continuous improvement for the future. Discuss career interests and realistic potential within the next few years.

4.1 What are the individual's strong capabilities which will be of value to his advancement?

4.2 What are his/her areas of development in terms of skill, knowledge, behavior, and experience?

4.3 What improvements would increase his/her potential for growth? List specific actions to be taken to develop and improve the performance of the employee. Consider such things as training, change of duties, additional responsibilities, coaching/mentoring/counseling, other development activities.

5.0 Review Summary & Overall Comments

5.1 Appraiser's Comments

Signature of the Appraiser

Date

5.2 Jobholder's comments

Signature of the Jobholder

Date

Figure 6: Performance Appraisal form of eGeneration

Promotions and increments are given based on performance evaluations. When an employee

performs well, he or she is promoted and given a raise in income to encourage them to keep up the good job and boost efficiency and productivity.

2.3.4 Training and Developments Initiatives:

eGeneration places a strong emphasis on increasing employee performance and career development so that they can meet the organization's goals and objectives, and they do it through a variety of training sessions. Aside from meeting goals and objectives, training is also necessary to keep up with demand and industry competition.

Purpose of Conducting Training

2.3.4.1 One of the primary goals of doing training is to satisfy customers' needs, because if you can effectively satisfy them, your chances of receiving an order increase. Furthermore, sustaining this type of practice aids in the development of a market reputation, which in turn attracts additional clients. Improving individual performance of employees and workers in order to boost efficiency, which necessitates the completion of specific training.

How Training need analysis are assessed in eGeneration:

- Identifying gaps of individual employees through observation
- Knowing the interest of employees
- Interviewing with the employees and noting their recommendations.
- Request for training from the line managers for the employees under them.
- Then finally determining ways of conducting training sessions.

□ Steps of conducting training:

Both internal and external training is provided by eGeneration. Following the training need analysis process and determining methods, trainer pools are formed who will be in charge of conducting internal training sessions led by team leaders and managers.

- Developing a training calendar that may be used by personnel from many departments.
- Creating attendance sheets and telling the supervisor of the day and time so that they can set aside time for the employees on that particular day.
- Finally, create a report with a content page, training module, feedback, and an attendance sheet to present as proof during the audit.

This is also true for outside trainers.

Types of Trainers – eGeneration employs both internal and external trainers to ensure that the employees are properly trained for the reason for which the training is being conducted. Internal trainers are individuals who are already employed by eGeneration and are well-versed in the subject. Because the supervisor knows their employees better than anybody else, this strategy is both cost-effective and successful.

External trainers are used for crucial topics in order to ensure that the training is effective. This is the most expensive choice, but it is also the most effective because it employs specialists and allows for the development of new ideas in the workplace. In the case of external training, qualified trainers are hired from outside, and in the case of internal training, trainer pools are created through a combination of both corporate and technical personnel. The company has formed affiliations with parties such as Leads Training and IBCS, which can act as a reliable source of trainers. Furthermore, in some cases, well-known figures with specialist knowledge are invited as guests to share their ideas and provide direction to the staff through motivating speeches.

➤ **eGeneration conducts a lot of training programs according to their needs. Some of them are:**

1. Orientation program for new employees
2. New project handling orientation
3. Usage of HRMS

4. Communication skills
5. Waste management
6. Leadership enhancement
7. Pressure handling
8. Introduction to new equipment Performance focused training
9. Introduction to financial procedure and formats

2.3.5 Compensation system and Benefits:

Hiring employees and offering training is insufficient, and if remuneration and perks are not supplied, a worker will not stay in an organization for long. As a result, eGeneration ensures that both their workers and employees are paid on time and receive the perks that come with pay. As a result, providing compensation and benefits is an important duty for HR, which is handled by Payroll software. Although it is difficult to learn about the employee remuneration system, some of the procedures of the compensation system regarding workers and benefits provided to both employees and workers are explained below.

Name of the employee	Basic Salary	House Rent	Medical Allowance	Conveyance	Food Allowance	Gross Salary
Employee X	70000	20000	10000	5000	3000	108000
Employee Y	80000	30000	10000	5000	3000	118000

Figure 7: *Illustration of Distribution of salary*

Apart from the base pay, extra perks such as medical allowance, transportation, and food allowance are given at a set rate. The base income is determined by the employees' grade, which is determined through a skill exam. Furthermore, the dwelling rent is determined by the basic pay rate. Finally, gross salary is calculated by adding all benefits, such as housing rent and basic income

Apart from salary other benefits and bonuses provided to an employee are as follows:

- **Leave benefits** – Other sorts of leave are available at the company, including:
 - • Weekly vacation on Friday and Saturday; and
 - • Casual leave, which can be used for family or personal reasons but cannot exceed 10 days per year.
 - • They are entitled to up to 14 days of paid sick leave every year.
 - • Festival leaves of around a week every year, as well as festival incentives, such as Eid, where employees can receive a 50% extra on their salaries.
- **Leave Management Procedure for Employees:**
 - First, they will have to take a leave form from their line managers
 - Take a sign from the immediate boss
 - Submit the form to the HR Department
 - The HR office entry into the software
 - Take a sign from the Head or Manager
 - Keep the form in the personal file.
- Employee benefits such as **insurance**
- **Picnics** are held every two years, with the corporation covering the costs.
- If you work extra hours, you will receive an **overtime bonus**.
- You may be eligible for a **service bonus**, which is computed depending on the number of years you've worked.
- Every employee receives a **yearly increment** bonus of 5% of their basic salary.

➤ **2.4 Marketing Practices:**

Apart from all other aspects of a business, the marketing department is critical to its success since it assists the company in connecting with its customers and positioning the value of its brands in the minds of customers through market analysis. eGeneration Ltd is very aware of their image and how they portray themselves to their clients. As a novice to the sector, it is critical to portray yourself in a professional and appealing manner in order to obtain market awareness. Client-based marketing is their primary source of revenue. By direct sales and their social media posts and stories, where clients can learn all about how to purchase this service, which plan would be right for them, and how to contact them if they want to get their hands on it. Furthermore, the operation of the technology is described to them to pique their interest in purchasing it. They've changed the way they inform their target clients about their social media presence.

2.4.1 Our Unique selling proposition (USP):

eGeneration has become the first and only Bangladeshi Microsoft LSP (Licensing Solution Partner). It is also one of SAP's, Oracle's, Barracuda's, VMware's, CISCO's, and Kaspersky's premium license and implementation partners. As a result, we have a few customers who are loyal to our business. We are able to offer the solution at a lesser cost than our competitors.

➤ 2.5 Financial Performance and Accounting Practices

2.5.1 Financial performance Analysis:

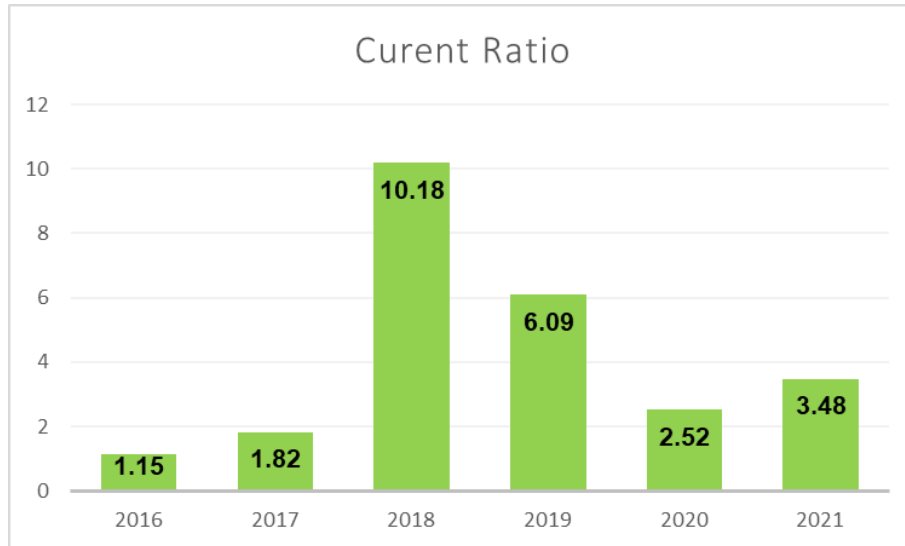


Figure 8: *Current ratio of eGeneration from the year 2016 to 2021*

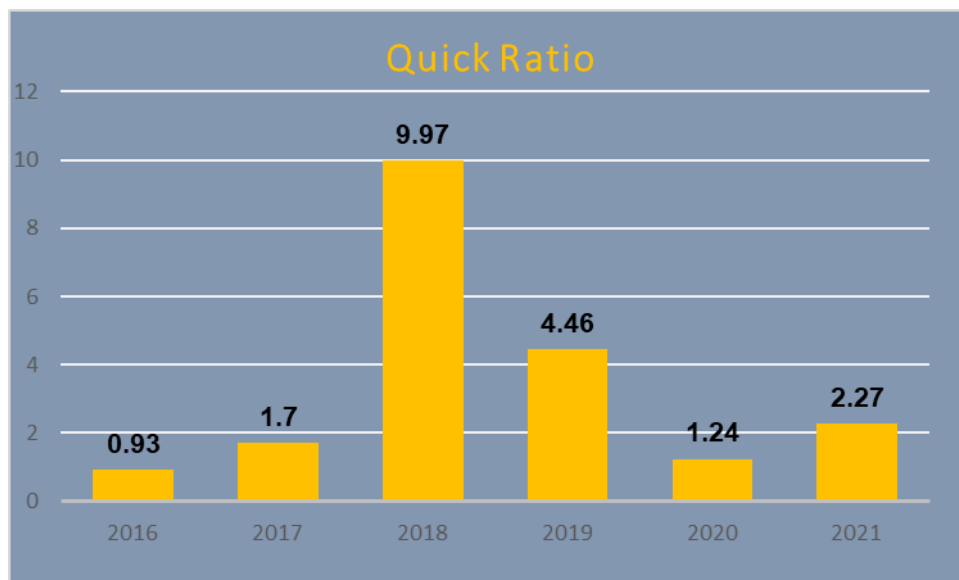


Figure 9: *Quick ratio of eGeneration from the year 2016 to 2021*

Liquidity Analysis of eGeneration:

The current ratio indicates eGeneration's capacity to pay short-term commitments within a year, but the quick ratio or acid test determines how rapidly due outstanding liabilities can be paid off using eGeneration's assets converting to cash. In IT-based companies, a current ratio of 1 to 2 is ideal, so both the liquidity ratios in 2016 and 2017 are good, but the liquidity ratio in 2018 is so high that it indicates eGeneration has a significant investment opportunity or has more safety margin than required to meet current liabilities, which is bad.

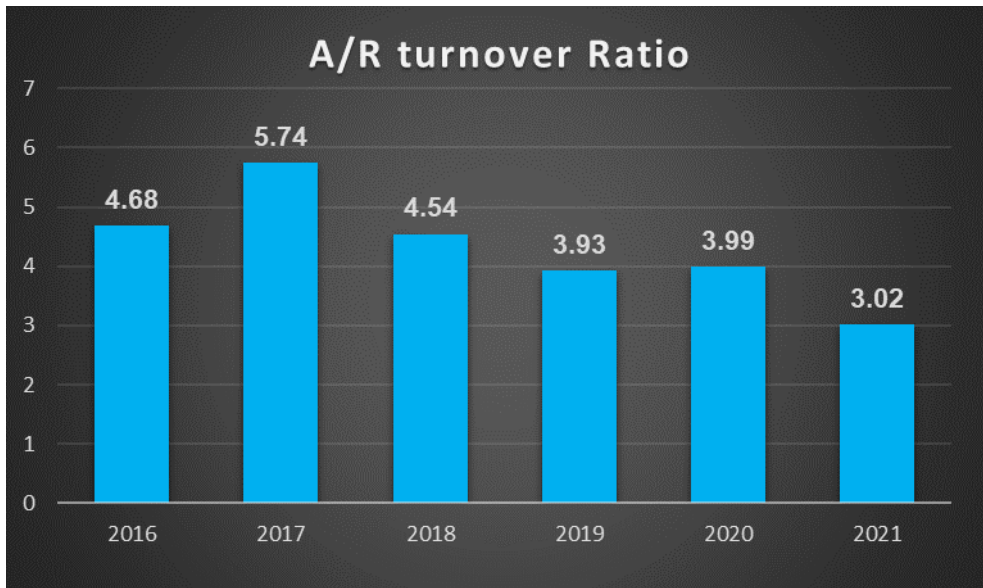


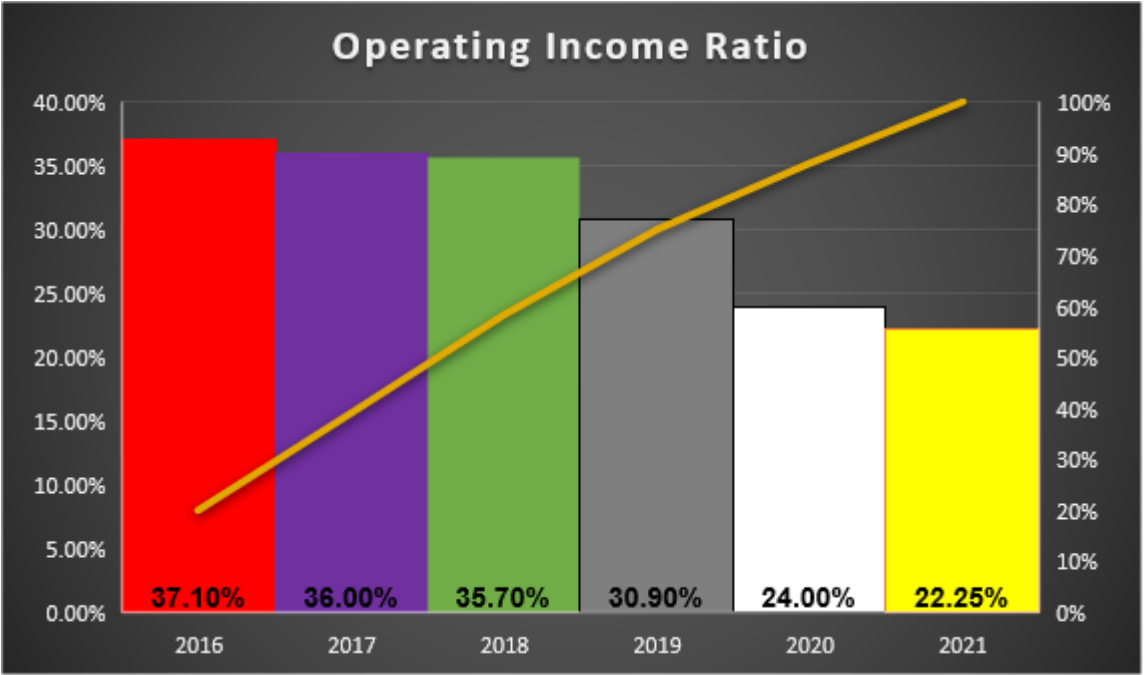
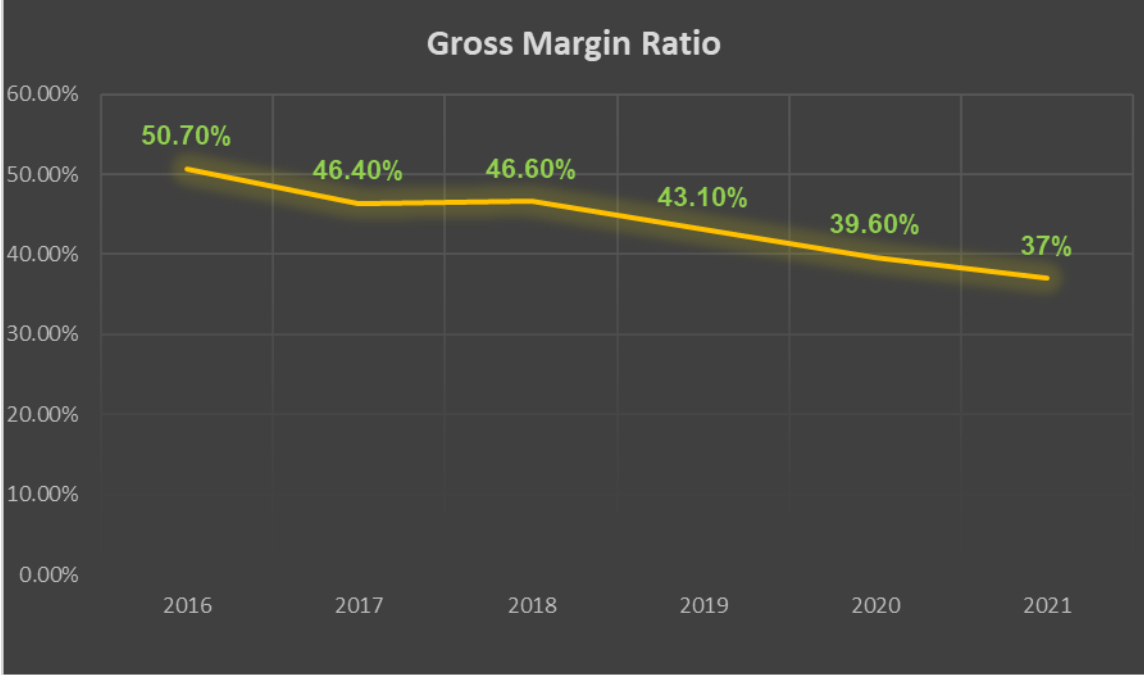
Figure 10: A/R turnover of eGeneration from the year 2016 to 2021

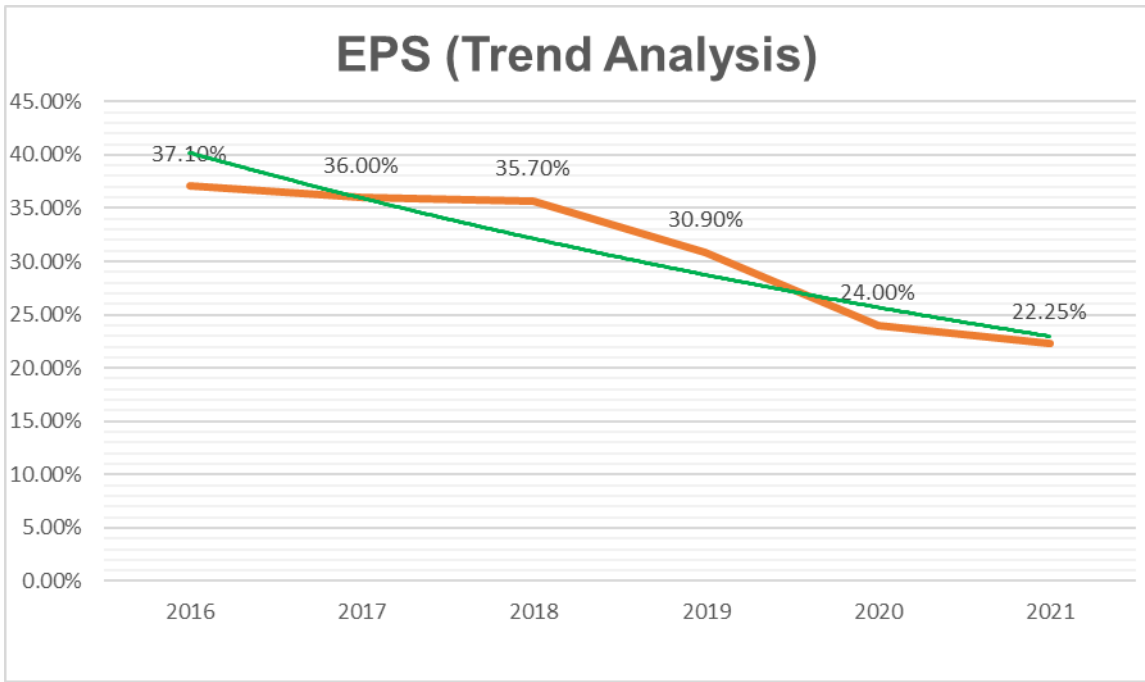


Figure 11: Inventory turnover of eGeneration from the year 2016 to 2021

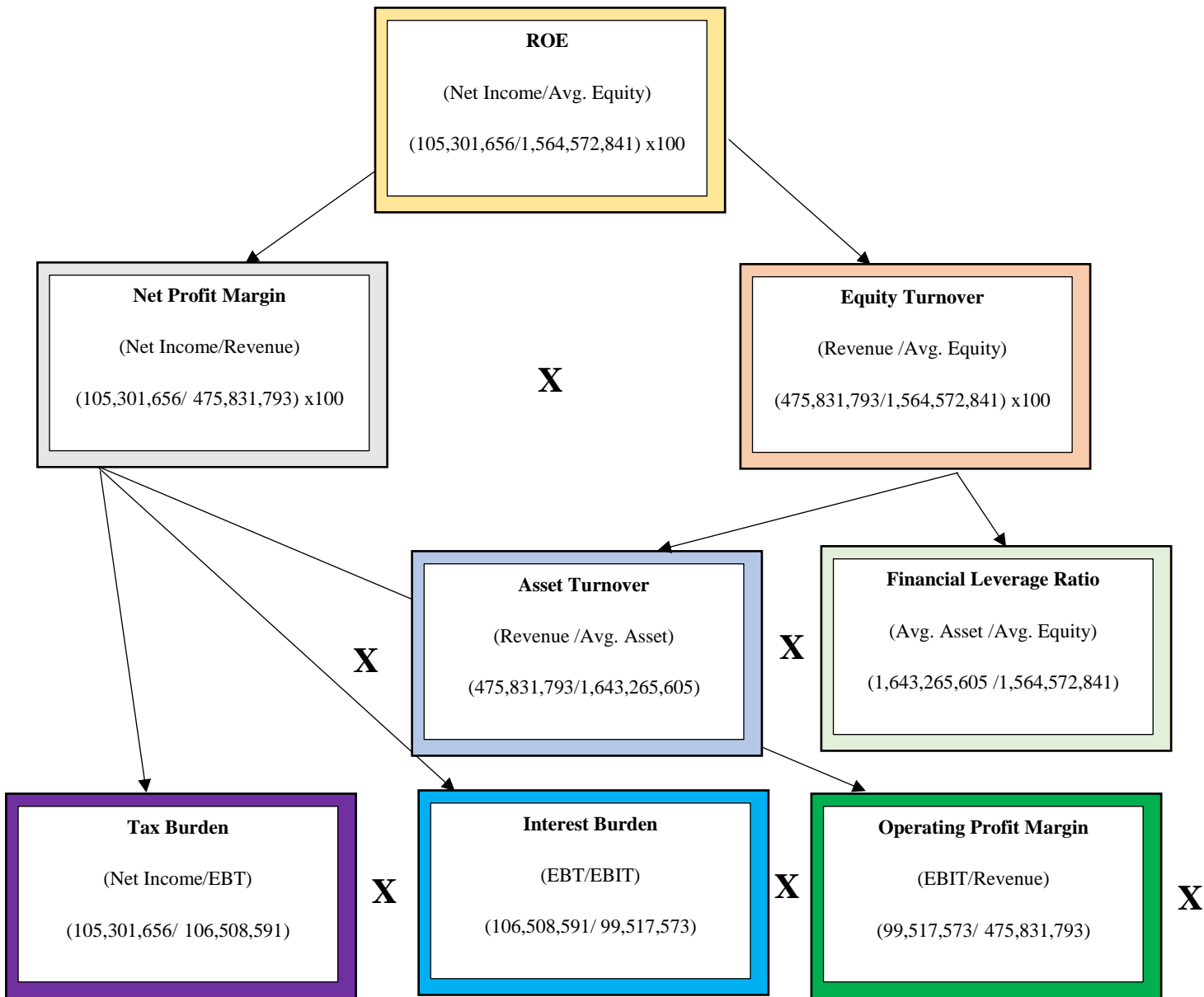
Operating Analysis of eGeneration:

Profitability Ratios





Du Point Analysis for the year 2021:



2.5.2 Accounting Practice

In the case of a cash basis, eGeneration uses the 'accrual basis of accounting' to prepare financial statements, which corresponds to IAS-1. For fixed assets, eGeneration Limited used the 'Reducing Balance Method' to calculate depreciation. According to IAS-16, the yearly depreciation rate for Property, Plant, and Equipment should be viewed as the management's reasonability, ranging from 10% to 30%. eGeneration limited took into account 10% for office equipment, furniture, nature, data center, and power equipment; 20% for a car, networking equipment; 25% for a server; and 30% for computers and computer accessories. The annual report's operational expenses and asset section represent the accumulated depreciation of assets, as well as the associated depreciation cost and asset disposal, which includes gain or loss from sale. Moreover, the presentation of the annual report, AGM, and legal provisions are in accordance with "The Companies Act 1994; The Income Tax Ordinance, 1984; The Income Tax Rules, 1984; The Value Added Tax and Supplementary Duty Act, 2012; The Value Added Tax and Supplementary Duty Rules, 2016; International Accounting Standards (IASs); International Financial Reporting Standards (IFRSs); Bangladesh Securities and Exchange Ordinance 1969; Bangladesh Securities and Exchange Rules 1987; Bangladesh Labor Act, 2006; Bangladesh Labour Rules, 2015; Bangladesh Securities and Exchange Ordinance 1969; Bangladesh Securities and Exchange Rules 1987; Bangladesh Securities and Exchange Ordinance.

KEY FINANCIALS

Revenue was Tk14cr in July-Sept quarter
Net profit was Tk3.06cr
Earnings per share were Tk0.41
10% cash dividend paid last year.
eGeneration's revenue sees 36% growth.

eGeneration Limited – reported a revenue increase of 36.32 percent in the first quarter of this fiscal year, compared to Tk1.61 the previous year. The company's profit for the quarter was Tk14 crore, up from Tk10.27 crore in the same quarter the previous fiscal year. The company's net profit increased to Tk3.06 crore in the July-September quarter of 2021, up from Tk2.20 crore in the first quarter of 2020. The company's profits per share grew to Tk0.41 from Tk0.37 in the previous quarter. "The revenue has increased in this quarter owing to a surge in demand for our product, particularly hospital management systems, infrastructure integration and solutions, and other customized services," said Md Mazharul Islam, chief financial officer of eGeneration Limited. The

corporation recently suggested a 10% cash dividend for the fiscal year that concluded on June 30, 2021. In comparison to the previous year, the company achieved a 20% increase in sales during this time period. The company's net profit grew by 12.88 percent. eGeneration was founded in November 2003 as a private limited business and commenced commercial operations the following year. This year, the company was listed on stock exchanges. The company's paid-up capital is Tk75 crore. Sponsors and directors held 37.77 percent of the corporation through September 30, 2021, institutions 29.27 percent, foreign investors 0.45 percent, and the general public 32.51 percent.

➤ 2.6 Operations Management and Information systems practices

2.6.1 Information systems in the company for collecting, storing, and sharing information:

In eGeneration sharing, email and files is a daily task of the employees for which they rely on using Office outlook which is a software that helps them to officially communicate with bosses and outside parties. The company also uses Microsoft teams for internal communication among employees and departments.

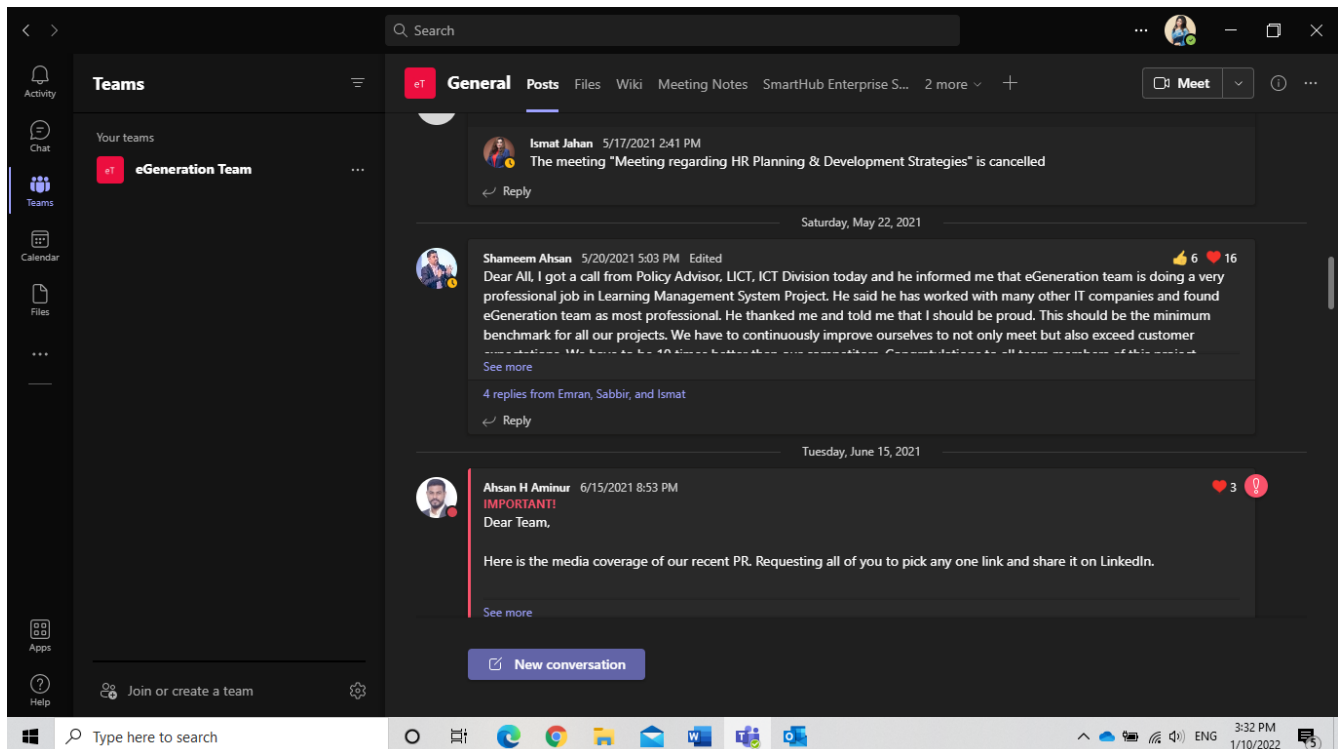


Figure 12: *The official way of internal discussion of eGeneration (Microsoft Teams)*

2.6.2 Office Management Software

Furthermore, the HR department uses the HRM software (<http://116.68.194.221/egenhrm/>) whose functionality is designed by the company's own IT sector. The HR staff uses the program to record personal information of both employees and workers, daily attendance sheets, pay calculation, salary increment, nomination posting, counseling information, leave calculation, and benefits.



Figure 13: *HRM Software of eGeneration (<http://116.68.194.221/egenhrm/>)*

Furthermore, I learned that they use ERP software, which allows them to generate various notes and receipts such as material receive and issue notes, internal delivery gate passes, store return notes, and so on. Furthermore, the firm has established a relationship with the Dutch Bangla Bank, which is utilized to pay employees.

2.7 Industry and competitive analysis

An industry and competitive analysis is a form of measuring tool that allows a firm to assess its position in the industry as well as the other companies in it. This technique is also used to determine an organization's potential and to provide a solution for future strategy and policy development. Furthermore, there are various methods by which a business can do this analysis, and it is a need for large corporations to do so. As a result, the SWOT analysis for eGeneration will help to highlight the company's internal and external strengths and weaknesses, as well as potential possibilities and threats.

➤ 2.7.1 SWOT Analysis:

Figure 14: SWOT of eGeneration LTD.



To know the company, picture the strength, weaknesses of the company was assessed. External considerations such as market opportunities and dangers have also been taken into account while developing corporate strategies and processes. The organization lacks an internal mechanism to simplify operations and a formalized reporting system, as evidenced by the SWOT analysis.

2.7.2 Porter's Five Force

Force 1

Threaten of New Entrants into the industry: Low to Medium Economies of scale: Medium

Product differences and brand identity: High Switching costs: Medium to High

Capital Requirements: High Government Policy (Licensing): High Cost and/or quality advantages: High

The high cost and time needed for brand development as a B2B software solution provider make it difficult for new entrants to succeed in competing against eGeneration. The high economies of scale achieved by eGeneration provide the company with a competitive edge against new entrants. The high capital requirements for software development, brand identity, and quality further limit new entrants' ability to disrupt the industry environment.

Force 2

The Threat of Substitute Products: Low

The relative price performance of substitutes: Low Buyer propensity to substitute: Low

Most of the clients prefer using eGeneration's products based on pricing, convenience, and availability of unique solutions. As a result, replacement has a limited impact on the company's operations. Additionally, purchasers have a low proclivity for substituting. For example, eGeneration is Microsoft's exclusive Bangladeshi LSP, ensuring a seamless procedure and purchase for clients that might otherwise be cumbersome if handled through a different method. Currently, in Bangladesh eGeneration is the only Gold partner of SAP, the leading ERP solution all over the world.

Force 3

Bargaining Power of Buyers: Medium Bargaining Leverage: Low

The buyer's price sensitivity: High

Relatively low switching costs to some software as solution services give the buyers moderate bargaining leverage. Also, there are few competing IT firms that give the buyers the option to shift from one provider to another. Overall, eGeneration's clients have moderate bargaining power.

Force 4

Bargaining Power of Suppliers: Low to Medium Presence of substitute inputs: Low

Supplier concentration: High

Importance of volume to the supplier: High The threat of forwarding integration: Low Switching costs: Low

eGeneration has access to many suppliers globally. The resulting high number of suppliers is an external factor that presents only a weak force against the company. Moreover, eGeneration has a

well-established relationship with its suppliers such as Microsoft, SAP. Even though the global companies can partner with other competitors their solution prices are stable worldwide.

Force 5

Degree of Rivalry among Existing Competitors: Medium Number of competitors: Medium Industry growth: High

Operating or financial leverage: Medium The existence of exit barriers: Medium

The number of competitors in the industry in which eGeneration operates is moderate. The products and solutions provided by eGeneration are diverse, which makes the competitive landscape for eGeneration complex. However, the technologies eGeneration develops lower the competitive rivalry. Also, the IT industry is expected to grow five-fold to reach 4.6 – 4.8 billion US dollars by 2025 which would imply that competitors are less likely to engage in competitive actions because they do not need to capture market share from each other. This makes the degree of competition among existing firms a weaker force within the Bangladeshi IT industry. These factors combined, make the degree of rivalry among existing competitors moderate.

➤ 2.8 Summary and Conclusion

The organization required to implement enhanced and efficient business processes, as seen by eGeneration's overall business process innovation. Due to the short length of my internship, I was unable to adequately depict other facets of the organization in the report. Another area of the business can be fine-tuned and improved in the corporation. The firm can shift to a more quantitative decision-making strategy in the future to make more precise and accurate process innovation. The better processes have already started to pay off for the company. To justify the process improvement, a more detailed cost-benefit analysis might be performed. As a growing company, these improved processes will have a long-term impact on the entire organization.

➤ 2.9 Recommendations/Implications

The organization has several areas of improvement where they can add or change the process they were used to conducting before, according to the findings of this study. The following are some significant recommendations for the organization based on the report's findings:

- In order to prepare such a long road map for employee hiring, it may be suggested that the organization go with in-house hiring by training current employees. Another option is to hire freshers and train them according to the position's requirements. It would not only be cost-effective, but it would also make the HR hiring process easier.
- In addition, the company should transition its HRM into SHRM so that employees, particularly those in HR departments, who play a vital role in the organization, may work strategically to help the organization achieve its objectives.
- Similarly, they should put more emphasis on branding their company as 'eGeneration' and build a distinct marketing department to attract more customers and make an effect in the employment market.

➤ Chapter 3: Project Part

“A study on Performance Management System of eGeneration Ltd.”

3.1 Introduction

Performance Management

Individual and team performance are continually discovered, measured, and improved through performance management, which also aligns performance with the organization's strategic goals.

There are two main components to a performance management system:

Continuous :Setting goals and targets, monitoring performance, and offering and receiving ongoing coaching and feedback are all part of the continuous process.

Alignment with long-term objectives: To help the firm gain a competitive edge through performance management, managers must ensure that workers' actions and outputs are aligned with the organization's goals. As a consequence, performance management builds a clear relationship between employee performance and corporate goals while also showcasing people's contributions.

Despite the fact that many firms have "performance management" systems, they are mainly only performance evaluation systems. Performance appraisal focuses on evaluating an employee's strengths and flaws rather than strategic business issues. Furthermore, most performance assessment methods do not give substantial and continuing feedback that an employee may utilize to better her future performance. Finally, performance evaluation is a once-a-year process frequently spearheaded by HR, but performance management is a year-round approach to company management spearheaded by managers.

Problem Statement

The following are the major issues that occur in performance management:

Performance Management Practices that Aren't Working,

- 1) Due to a dependency on obsolete performance evaluation methodologies.
- 2) Focusing on pleasing the boss rather than boosting performance.
- 3) Lacking a balanced approach and relying too heavily on technology.

➤ **3.1.1 Background Information**

The Performance Management System (PMS) is a comprehensive and integrated approach to ensuring organizational success via the development of people in ways that promote both group and individual performance (Armstrong and Baron, 1998). It's also known as the system in which all workers are aware of not just the degree of performance commitment required of them in their specialized roles, but also the importance of attaining individual goals that lead to the achievement of the company's broader goals and vision. This is defined as the technique of managing people so that both the person and the company benefit. A Performance Management System is a planned and integrated strategy that helps firms achieve long-term success by enhancing employee performance and improving the quality of individual contributions and concerns (McAdam, Hazlett, Casey, 2005). This system is updated on a regular basis in order to ensure that workers do their assigned responsibilities in a timely and pleasurable manner while also being acknowledged for their contribution to the company's overall goals. The Performance Management System, on the other hand, is crucial since it is essential to deal with an ever-changing environment. Maintain ongoing alignment with the organization's goals and objectives in a demanding and competitive environment. implementation and development, particularly for public organizations in poor nations, to retain a range of perspectives in assessing performance by employing a balanced scorecard, which will be completed with employee performance feedback based on multidirectional data sources (Zulystiawati, 2014). Performance target setting, continuous evaluation and feedback, 360-degree performance appraisal, Six Sigma, Employee Recognition System, Performance Ranking Method, and KSA-based assessment are some of the primary approaches utilized in Performance Management Systems. Management by objectives includes

supervisory ratings, individual development plans, balanced scorecards, and management by objectives. The concept of a Performance Management System is already gaining traction, and Armstrong and Baron (1998) emphasized the Paradigm Shift, which claimed that the transition from the organization system to the process and structure orient, in which groups choose their constitution to be used in their operations management, is underway. Developing countries took moves to construct the New Performance Management System in tandem with this progress. The five main components of a performance management system that have been created are role definition, performance agreement (Plan), personal development planning (Act), performance (Monitor), and performance evaluation (Review). Performance Management System approaches are being used predominantly in Bangladesh's local private sector, but there are differences in methodologies, frequency, and parties involved. The year 2011 (Ali, Akter). Bangladesh is continually assuring employee happiness, particularly in the business sector, as a developing country with firms installing and deploying Performance Management Systems.

The Performance Management system of eGeneration

To ensure long-term profitability, most firms, including e Generation, have bureaucratic performance management systems that need to be replaced with a more sophisticated, target-oriented PMS (Chowdhury, 2011). The Annual Performance Agreement (APA) is a sort of contract under which the government has adopted a new performance management system. It also falls under the Medium provision, which attempts to improve the results-orientedness of government agencies. Connect it to this system using the Term Budget Framework (MTBF). In addition, 200 of the 252 persons surveyed worked for small firms, while 52 worked for multinational corporations. MNCs are pioneering in managing performance management systems in emerging countries like Bangladesh, where local firms pay little attention to HRM (Islam, 2006). Despite the fact that few multinational corporations (MNCs) understand how to manage human resources efficiently in a fast-paced global context, some MNCs have successfully operated in Bangladesh over the past two decades (HR, Practices Survey). However, some evidence reveals that in Bangladesh, the principles of performance management systems aren't working or aren't being implemented properly.

In most businesses, where the notion of performance management isn't generally understood or accepted, it's little more than checking boxes on a form. Inadequate management knowledge, as well as a highly bureaucratic and hierarchical organization, characterize current management

practices (Shafiullah, Alam, Quader, 2011). Some of the issues stemmed from the introduction of the PMS and its relationship to other critical HRM tasks, which necessitated considerable modifications. For example, there has been a significant gap in the integration of the PMS with the HRIS (Human Resource Information System). As a result, the lack of it in some locations makes communication less timely and cost-effective. Only a small number of private local businesses have PMS data saved and tracked in their HRIS database. In more conventional sectors like RMG, manufacturing, and business conglomerates, the percentages were significantly lower. As a result, there is a lack of transparency in the performance rating system, and PMS is primarily done on paper with surveys, but it is not adequately implemented (Tabassum, 2012).

➤ 3.1.2 Objectives of the study

Broad Objectives

- 1) I must blend my academic understanding with a real-world business setting in order to complete my BBA degree.
- 2) Expand my business experience in a real-world situation.
- 3) To increase my ability to adapt to potentially unpleasant real-life events.

The research has a list of **Prime Objectives** to provide, all of which are interconnected:

- a) Examining the present performance management system and identifying the underlying reasons of problems.
- b) Coordinating primary research on the targeted department, which includes the impacted personnel, using in-depth interviews and a brief questionnaire, as well as secondary research data, to understand the demands of the individual departments in the case of performance management. To arrive at a conclusion, the results of the analysis will be compared to those of the literature reviews.

Specific Objectives:

- 1) To identify the problems faced by the Human Resource Department in measuring the key indicators of PMS.
- 2) To provide a solution to reduce the problem faced by the company in setting the

weight of each measured indicator.

3) Reevaluate goals and KPIs.

4) Set SMART goals.

➤ 3.1.3 Significance of the Issue

According to surveys, companies that "concentrate on continual performance management have greater commercial success." This is a compelling argument. Employee motivation is more likely to rise in organizations that invest time to regular performance appraisals and assessments because employees are encouraged to think about their objectives more frequently. After all, employee objectives change more frequently than once a year.

The Human Resource Team at eGeneration benefits from performance management because it gives consistency and organization. Employees, managers, and HR professionals in the organization will know what to do and when to do it if the process is defined in a clear and unambiguous manner. This makes it easy to keep track of employees' progress and their need for help if their performance falls short of expectations. Performance management is crucial because it helps you to see forward. As previously said, the sooner an issue is identified, the better. The one who is lacking in staff would very definitely be detected through performance management. The company might then create training programs to transform the issue into a learning opportunity. The Organization receives clarity through a performance management system. Many employees have no idea what their job entails, what they are expected to do, or to whom they should report. When it comes to performance management, a lack of understanding usually leads to a lack of productivity. As a result, by giving employees more clarity, they will be more productive. We can also observe how a performance management system helps with feedback exchange. A lack of communication in any connection, especially a professional relationship, is a recipe for catastrophe. Management keeps employees informed on their performance on a regular basis, but they seldom get the opportunity to voice their concerns or critiques. Effective performance management allows both the employer and the employee to provide and receive feedback. When employees have the chance to express their ideas as well as receive information, they frequently feel more appreciated. It's also critical for boosting staff retention.

In addition, this tool makes goal-setting and achievement easier. With the support of a professional performance management system, employees may better understand the company's goals and what they need to accomplish to attain them. It also supports employee incentive and recognition. The value of recognizing and rewarding employees is often overlooked by corporations. This may be quite damaging to your company.

Organizations are also urged to use performance management to recognize and acknowledge their personnel. Employees leave occupations for a variety of reasons, including dissatisfaction with their work. They want their efforts to be appreciated. A strong performance management system would actively involve your employees in your company's goal-setting process. It will also ensure that all objectives are in line with the overall goal of the firm.

➤ **3.2 Preliminary Methodology**

Research Methodology

To make this internship report more trustworthy, informative, and instructional, both primary and secondary data sources were utilised. The sources are as follows:

Data Collection Methods

Primary Data Sources:

- 1) My practical Workplace
- 2) My observation and point of view
- 3) Examine the authorities and conduct an informal interview with them.
- 4) My respective supervisor's support

Sources of Secondary Data:

- 1) eGeneration's official website, as well as other websites
- 2) Annual reports of eGeneration
- 3) Research Journals and policies of eGeneration

In order to achieve the research aims, both qualitative and quantitative data were utilised in this study. Primary data gives us a clear picture of what's going on in the research and helps us to be more particular in our analysis. Secondary data is used to acquire additional information about a

study that isn't available from the primary data. For this study, a sample of brief questionnaires was used, along with an open discussion with the staff to choose the best data gathering approach. After that, the aggregate feedback will be examined.

➤ **3.3 Findings and Analysis**

3.3.1 Performance Management at eGeneration Ltd.

A consistent Performance Management method is used by eGeneration to drive relevant and detailed feedback that is used to clarify expectations, assist progress, and lay the groundwork for pay and promotion choices.

- The procedure is guided by the following governing principles:
- Provide balanced feedback and guidance on your strengths and places for improvement. Employees should be evaluated based on how goals were met rather than the final results.
- Organize performance in accordance with a set of specific goals.

3.3.2 Goals for Performance Management

- Appreciate the contributions of employees.
- Make sure there's a clear connection between salary and performance.
- Drive company results by focusing performance on important business goals.
- Continue to build the abilities that workers will need to thrive in their present and future jobs.
- Provide high-quality feedback to motivate employees to improve their performance and enhance their skills.
- Raise the bar on performance on a regular basis

Performance Management Process Components at eGeneration:

The Performance Management Activity is a year-round, continuing process with three primary components:

1. Goal Setting (KPI)
2. Mid-year Conversation
3. Year-End Review
4. Salary Increment



Figure 15: Performance Management Cycle at eGeneration

1. KPIs (Key Performance Indicators): The employee's KPIs are created throughout the goal-setting process. It should be as follows:

- **Measurable:** Create a system for keeping track of progress and competition.
- **Achievable:** Achievable and viable based on available resources, abilities, and environment.
- **Appropriate:** It corresponds to the company's objectives.
- **Time-bound:** Set a deadline for completion that is feasible.

The report's section 2.3.3 includes an eGeneration KPI. Graph 6

This KPI is used to track and document goals. Employees have the ability to update or modify goals based on quality (efficiency, satisfying client/business standards, and stakeholder input), Quantity (measurement units), cost (budgeting and sticking to it), and timing are all important factors to consider (meeting deadlines).

Mid-year conversation: A mid-year chat is a formal meeting between a line manager or supervisor and an employee to review the person's current performance and discuss future growth. These interactions allow workers to receive relevant and exact feedback on their current performance in relation to the KPI's goals, allowing them to modify and improve if company priorities have changed, and supporting employees in recognizing their overall strengths and development needs.

The year-end review process: The employee might learn about their strengths, developmental needs, and overall performance throughout the year-end review process. Honest feedback, appreciation of employee contributions, and promotion of development are all part of an effective review process. Employee contributions and the proportion of KPI achieved are recognized through performance reviews; however, this acknowledgment for achievement is ensured, it promotes growth and learning while also providing a forum for compensation and promotion discussions. (Increase in Salary)

- **3.3.2 Performance Management Indicators of eGeneration Ltd:**

Indicators KPI: The goal-setting process, or how the KPI is set, is based on a number of elements, and it is aimed to guarantee that every eGeneration employee meets essential objectives and understands how his or her function contributes to the company's overall success. It determines the year's strategic direction and ensures that individual workers' efforts are in line with the company's objectives. It also provides a structure/process for achieving the desired work outcomes and allows for performance measurement against the KPIs throughout the year and during the review process. It also contributes to the year's planning and review, sets the tone for rewards and recognition, and helps people recognize their strengths and growth needs. These are the main reasons for establishing the KPI.

Key Indicators:

eGeneration's mission is to assess **critical business needs** based on its fundamental principles (figure 1) and objectives, the manager distributes the goals among the employees and teams, among these, there are various divisions of assessment as seen from the KPI of eGeneration:

- **Business Goal/Tasks (Indicator):** Business objectives are set at the corporate level. The goals are managed by the Business and. Businesses can have multiple goals. These are the goals of the overall employees.

- **Line Manager's (supervisor's) Published Tasks/ Goals (Indicator):** Managers make their employees' goals apparent. Goals can be shared with the entire team or with a subset of employees who have been assigned a specific task to complete.

- **Assigned Goals/Tasks (Indicators):** Assigned goals are generated by subordinates and assigned to employees in order to assess and appraise their overall performance. It's utilized to keep track of things, as well as for final evaluations and mid-year and

year-end reviews. They have an impact on employee achievement and % achieved from KPIs, which are part of the appraisal system.

- **Final Rating:** The line manager then makes a remark depending on the employee's performance. One of five remarks is chosen by line managers. The employee receives comments from HR. The following are the different sorts of ratings and their associated values:

Type	Values (Numeric Rating)
Extraordinary	1
Highly effective	2
Consistent	3
Partially effective	4
Ineffective.	5

Figure 16: *Numeric rating system of eGeneration*

- **3.4 Summary and Conclusions**
 - • Because performance evaluation is related to compensation and reward, eGeneration's performance management system is highly successful. Throughout the process, it is clear that duties are matched with employee role profiles, that line managers and employees collaborate at every stage, and that eGeneration provides employees with professional development possibilities.
 - eGeneration offers less opportunities for career advancement than other companies. The pay rise, like the promotion, is uncertain. This could result in job unhappiness.

3.5 Recommendations:

- They only post a few job openings on social media. They don't have specialized marketing techniques because they are largely B2B, but I believe they should widen their promotional and branding activities. They are competent in the field of electronic marketing. They may, for example, create a Facebook page that lists a variety of job openings. It is less expensive, takes less time, and is more effective.
- The entire recruiting and selection procedure is extremely time-consuming, traditional, and repetitive. In this modern age, when everything is digitalized, they still use the manual way. It is a waste of time and money to do so. These features should be included in their HRM software. The employee's information can be updated simply supplying details online, eliminating the hassle of traditional file keeping and sorting.
- They should focus more on incentive planning for regular employees, and the reward or promotion system should be updated and effective so that employees' productivity grows over time.

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