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BRAC Business School

**INTERNSHIP REPORT**  
**ON**  
**“EMPLOYEES’ PERFORMANCE MANAGEMENT SYSTEM**  
**OF KRISHIBID GROUP”**

**Submitted To**

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ON  
EMPLOYEES' PERFORMANCE MANAGEMENT SYSTEM  
OF  
KRISHIBID GROUP



## Letter of Transmittal

May 08, 2019

Muhammad Ariful Ghani

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

It is an immense pleasure for me that I have completed my internship report titled “Employees’ Performance Management System of Krishibid Group.” where I have represented the factors that are responsible for useful PMS and improve the organizational performance in KG. The report was prepared from the experiences of the last three months, started from 2<sup>nd</sup> February 2019 to 2<sup>nd</sup> May 2019.

This entire report especially the analysis of research and findings part covered with useful information, which can be used for further study. It was an extraordinary experience for me working as an HR intern at Krishibid Group. Besides, I tried my best to make this entire report as more credible, authentic and insightful.

I hope that this report will fulfill the requirements of the course. Therefore, I am very thankful for your instruction, supervision, and co-operation for preparing this report. I would appreciate if you provide any further clarifications and valuable suggestions if needed.

Sincerely Yours,

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Asaduzzaman Radowan

ID: 14104150

BBA Program, BRAC Business School,

BRAC University

## Letter of Endorsements

The Internship Report entitled '**Employees' Performance Management System of Krishibid Group**' has been submitted, to BRAC Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration. It is prepared by Asaduzzaman Radowan, Id: 14104150, Major in Human Resource Management and Marketing from BRAC University and submitted on May 08, 2019. This report has been accepted and may be presented to the Internship Defense Committee for assessment. The author is entirely responsible for all the provided information in the report

(Any opinions, recommendations or suggestions made in this report are entirely that of the author of the report. The University does not accept nor reject any of these opinions, recommendations or suggestions).

---

Muhammad Ariful Ghani

Internship Supervisor Faculty

Lecturer

BRAC Business School

BRAC University

## Acknowledgment

Firstly, I am grateful to Allah for keeping me fit and giving me the strength to complete the report. I want to thank my internship advisor, **Muhammad Ariful Ghani**, for giving me proper guidance to complete my internship report in my own time.

Working as an HR intern at Krishibid Group was an excellent opportunity for developing my learning and career. I am blessed that, I had a chance to work in an agro-based company which is a great experience for me that added value to my curriculum vitae.

My special thanks to **Colonel Meher Mohabbat Hossain (Retd.)**, Head of HR &Admin for giving me immense scope and flexibility to complete my internship programme.

I am thankful to Selina Shekh Lina, Officer (Admin) who helped and supported me to understand the business activities and HR responsibilities in an agro-based company.

I also like to thank my colleagues for their immense support and valuable time. They supported me a lot to fill up the survey questionnaire and helped me to reach employees. It wouldn't be possible as an informative and resourceful report without their guidance and co-operation.

## Executive Summary

In 2001, Krishibid Group started its journey with a group of agriculturist to create a significant development in the agriculture sector of Bangladesh. Today, the company owned total twenty-six companies which are sister concerns of KG. Mainly, the owner or shareholders of the companies are the agriculturists of Bangladesh, who have a large number of investments. It is the platform where agriculturists work together for the development of agriculture sector and making a good profit for investors. The objective of the report is to analyze and investigate the factors and parameters that are responsible for enhancing and influencing employees' Performance Management System in KG.

Some important responsible factors and parameters are influencing, controlling and enhancing the employees performance and organizational performance. The indicators are as follows: analyzing the enhancement indicators of performance management, evaluating a clear understanding of PMS among employees, investigating the effect of organizational factors towards PMS. The barriers of productive performance, examine the clear understanding of job responsibilities among all the employees, observing the appreciation of excellent performance from management, analyzing the job security and future growth in the organization.

Additionally, the indicators of PMS are also focused on compensation and promotions based on employee engagement and performance level, employees' freedom to a disagreement regarding feedback decisions with employers and the last is employees overall suggestion on how performance can be better in the organization.

The highest enhancement of employee's performance moved an organization toward the accomplishment of mission and vision, which is a primary objective and focus of KG.

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## 1. Introduction

### 1.1 The rationale of the study

Agro-based industries have played an essential role in the economic development of the country. The practice and implementation of HR functions in agro-based companies are playing a pivotal role in achieving organizational performance and objectives. Human Resources department of agro-based companies is concerned about employees' performance and efficiency. The study of Performance Management System of Krishibid Group is to measure as well as analyze the factors of measuring of performance management, job security, and engagement of employees' towards their work and responsibilities. Employers of the organizations are recognizing and appreciating employees' work when employees' meet the targets with beyond expectations and create significant value in the organization. There should be coordination and consistency between performance and business strategy of the organization so that employees' can be more focused on their responsibilities and enriched to the company's objectives.

### 1.2 Objectives of the report

The broad and specific objectives for the study and report are as follow:

**General Objective:** To analyze the overall employees' Performance Management System of Krishibid Group and its sister concerns.

**Specific Objectives:**

- To identify the factors of improving performance management.
- To evaluate the clarity of the Performance Management System(PMS) among employees in KG.
- To analyze the organizational factor that is responsible for the enhancement of PMS in the organization.
- To investigate the barriers of effective performance in KG.
- To examine that employees have a clear understanding of Job description and aware of the job responsibilities.
- To observe that management is recognizing employees achievements in time and promotions are being awarded based on PMS.



- To analyze employees' future growth opportunities at KG
- To identify the parameters of better performance in the organization.

### 1.3 Statement of problems

Performance management is a critical element for HR division in Krishibid Group, as it supports the organization ensuring that employees are working and contributing relentlessly to achieve the organization's expectations. Performance Management System (PMS) offers a benchmark process of measuring performance to investigate the performance results of the organization as well as employees. Hence, upgrading employees performance by applying PMS is an effective way to improve organizational performance. Based on observation, there is a relationship between employees performance and organizational performance. The possible ways of achieving effective performance management are to recognize the key indicators of measuring performance and understanding employees perceptions over PMS.

### 1.4 Scope and Delimitation of the study

#### **Scope**

The study is done on the employees Performance Management System (PMS) of Krishibid Group. The responsible factors and parameters that are influencing and controlling the employees' performance and organizational performance are as follows : enhancement indicators of performance management, clear understanding of PMS among employees', the importance of organizational factors, barriers of productive performance, a clear understanding of job responsibilities, appreciation of excellent performance from management, job security and future growth. Additionally, the indicators of PMS are also focused to compensation and promotions based on the performance level, employees' freedom to a disagreement regarding feedback decisions with employers and the overall suggestion of how performance can be better in the organization. All the information are taken from thirty employees' of KG. The duration of the study is confined to the last three months (February,2019-April,2019).

## **Delimitation**

- Lack of time is one of the main barriers to conduct the survey. The duration of the study was three months, which is minimal and insufficient time.
- The sample size is too short, which might not represent the perceptions of all employees in the organization.
- Due to the company policies and unavailability of information, the report documented with limited data and inadequate resources.
- Employees were very busy with their tasks and couldn't give enough time to discuss in details.
- The Human Resources Division (HRD) of Krishibid Group worked very confidentially, and the division is not allowed to disclose any information
- Many employees are reluctant to reveal their identities while filling the survey questionnaire.

### 1.5 Research Questions

The survey questionnaires are given in the **Appendix**.

## 2. Literature Review

Performance management is an essential part of the firm's productivity (Cardy, 2004). As it is the main system through which task can be completed, considered as a vulnerable fact of controlling Human Resources (Pulakos, 2009). That's why ensuring performance management must be the first preference of supervisors (LAWLER, 2009).

The critical method of improving the performance management process is to concentrate on promoting committed employees who are aware of their responsibilities and considered as a driving force of the enhanced performance (Gruman & Saks, 2011).

Accordingly, Armstrong noted that the performance management system presented a circumstance which integrated the overall plan of actions of Human Resources.

(Klein & Kozlowski, 1967) mentioned that performance management defined as the broad area of tasks occupied by a firm to increase the performance of selected employees or team, along with the main goal of enhancing firms productivity.

(Verweire & Berghe, 2004) suggested that performance management included developing encouragement and commitment to attain goals. As a result, building these increasingly proximal results is an essential move towards performance management system.

(Buchner, 2007) suggested that the recent challenge that is overlooked by firms decided to guide them to re-concentrate on their performance management process for investigating approaches to enhanced staffs performance.

(Mone & London, 2018) mentioned that the useful application of performance management would help the organization to built and preserved an excellent level of employees dedication towards job responsibilities and the firm would be reached on the outstanding levels of performance.

Performance evaluation is at the core of performance management (Cardy, 2004), the full procedures reached out to all organizational strategies, exercises as well as a configuration that involved directly to building employee's performance.

(Gruman & Saks, 2011) noted that the conventional perspective to performance evaluation is applicable for fixed jobs where work activities are based on formal requirements and merely noticeable.

Overall, there is a relationship between the performance management system and organizational effectiveness, employee engagement, performance evaluation and these factors responsible for enhancing performance management of the firm.

### 3. Organizational Overview

#### 3.1 Overview of the Agro-based Industry in Bangladesh

Bangladesh is a developing-agrarian country, playing a pivotal role in terms of economic development and ensuring food security and adequate food productions. The agriculture sector responsible for 47.5% of the national employment and put significant contribution 19.29% of the total GDP of the country, (Khan, 2014)

This agro-based industry of Bangladesh has enormous opportunities of business , which includes Food and Fruit processing plant, processing of dairy and poultry farm, meat, fish processing, rice, seed, edible oil, herbal salt, jute, tea, etc. more than 37 different varieties of industries are prevailing with massive scopes and opportunities.

The Agribusiness and related agro-based industry is a value-chained sector, gradually involved in the transformation and productions of food, fibers, different chemicals along with medicinal drugs and substrates. In addition, there are value chain and value-adding activities; the agricultural raw materials transformed into the best consumable products for the final consumers. As a result, Bangladesh exported agriculture products, worth \$723 million in Fiscal Year 2018-19. (Wardad, n.d.)

There are several international, multinational companies and local companies are in the market like Square, Sajeeb, Partex, ACI-Agribusiness, Syngenta, Akij foods, BD Foods, Golden Harvest Agro Industries, Pran Food Processing, BRAC Seed and Agro Enterprise, Lal Teer, Ananda Agro Farm, and Krishibid Group.

Besides, there are some government organizations like BARI (Bangladesh Agriculture Research Institute), IRRI (International Rice Research Institute), BRRI (Bangladesh Rice Research Institute), and other govt.-autonomous organization along with private firms, work together for ensuring food security, and establishing agribusiness activities in the country.

### 3.2 Krishibid Group Overview

Krishibid Group (KG), began its journey in 2001, with a group of committed agriculturists and their purpose is to meet the need of farmers and transformation of agriculture production system with advanced agricultural technology through the development of agricultural industries in Bangladesh. The founding members named the company Krishibid Group Limited. KG registered upon Companies Act XVII of 1994 with Registrar of Joint-stock Companies and Firms. It is located at Mirpur, Dhaka-1216. The exercise of effective management skills and good corporate governance has been awarded the company ISO certification.

The purpose of this group is to ensure healthy ROI (Return on Investment), by assuring the maximum level of dividend to its customers. The high profitability track record brought attention to its shareholder to invest in here.

Krishibid Group has established its business ventures along with Agro-based industries. KG has 26 firms, and **Krishibid Firms Limited** is the holding company, owns other twenty-five companies. Business units of KFL, are covered the areas of Seed, Dairy, Healthcare, Education, Export-Import, Farm machinery, and Automobiles, printing, and packaging, Filling station, Money exchange, Security service.

The company has been followed by the principles of corporate governance, accountability, responsibility, and transparency. KG is firmly committed to the quality of products and services along with giving the maximum rate of profits.

### 3.3 Vision and Mission

#### Vision

Krishibid Group aims to become one of the leading Agro-based business firms by the end of 2020. The paid-up capital will be up to 1000 cr. Taka The Board of Directors has decided to enhance the number of shareholders up to 2500. The number of companies/sister concerns will reach fifty by the end of 2020. The company will expand social responsibilities like healthcare, higher education and growing business units like super chain markets, tourism management, media, banking along with finance and investments.

## Mission

To achieve the topmost levels of business values through expeditious and intelligent deployment of cost-effective solutions

### 3.4 Total Business Units and Company Details

#### **Krishibid Firm Limited**

KFL began its journey in 2001, governed by a board of directors of the company. It is the holding company of Krishibid Group, achieved its ISO certification (ISO 9001:2008). KFL maintained and monitored all the other business units of the company. The main purpose of the firm is to initiate and bring new business that creates and added brand value and moving forward towards its goals and objectives. In addition, the company policy and orders are executed by an Executive Committee (EC), elected by the Directors.

Business development and its extension, planning and financial analysis of the KFL and its sister concerns are authorized by the KFL Board, which is followed by the company management. Moreover, KFL is a member of DCCI, BSA, and Asia Pacific Seed Association.

#### **Glorious Lands & Developments Limited**

Glorious Lands and Developments is one of the earliest company of KG, begun its operations in 2004. The main objective of GLDL is to solve the residential problems of agriculturists and other groups of people. The company accommodated a large number of plots and housing areas, which is situated at Birulia, Savar. About three hundred hectares of land, remained with 3000 plots, along with all modern facilities. The agriculturists get the preferences to buy the plots.

#### **Krishibid Properties Limited**

**Krishibid Properties Limited** is a sister concern of the Krishibid Group, a member of REHAB, established in 2004. It is involved with building, and selling apartments and commercial spaces inside and outside of Dhaka city. KPL has completed around one thousand apartments, and 1100 apartments are under construction. In addition, the housing projects of KPL is designed by expert executives. All the flat-apartment projects are maintaining the codes of Bangladesh National Building Code (BNBC).

Besides, there is an ongoing project at Kuakata. It is a five-star hotel, holiday suite, and a tourist spot.

### **Krishibid Poultry Limited**

Krishibid Poultry Limited was established in 2005, for mass production of broilers and chicken eggs. It has an area of fifteen hectares of land, a six-storied layer farm, which is located at Guziam village of Bhaluka, Mymensingh. There are one lac birds are accommodated in that area, and daily production of average 50,000 eggs daily. KPL, is also a member of the World Poultry Science Association, Bangladesh Poultry Industries Association (BPIA), And Bangladesh Fertilizer Association (BFA)

### **Krishibid Salt Limited**

Krishibid Salt Limited (KSL), is one of the sister concern of KG, that provides premium quality of salt for home and industrial consumption. The firm is located, within an area of 400 hectares of land at Moheshkhali, Cox's Bazar. KSL has a strategy to establish an automated and self-regulating salt industry at Islampur, for the sake of ensuring the premium quality and producing raw salt at Moheshkhali. KSL is incorporated as a private limited company and member of Bangladesh Salt Mills Owners Association (BSMOA).

### **Krishibid Feed Limited**

Krishibid Feed Limited is a mass production feed for poultry, cattle, and fish. An automated feed mill, provide premium quality of pastures. It is located at Nishinda Bazar of Bhaluka, Mymensingh (On the Dhaka-Mymensingh Highway). Krishibid Feed Mill Limited is equipped with modern agricultural tools and technologies. Generally, the capacity of the feed mill is fifteen tonnes of floating and sinking feeds per hour. Krishibid Feed Limited is a member of the Feed Industry Association of Bangladesh (FIAB).

### **Glorious Overseas Limited**

GOL is a private limited company and their management controlled by parent company KG. The company worked as a third party, trained unskilled people and outsourced to foreign employers. They offered technical skills along with hands-on experience and provided job opportunities through trustworthy sources abroad. Also, training workforce with proper logistic support and technical skills outsourced them to abroad where has a comfortable life, work-life balance with well-paid wages along with employee benefits.



### **Krishibid Farm Machineries and Automobiles Limited**

KFMAL is a new firm, import vehicles and types of machinery used in agriculture from East Asian countries including Indonesia, Thailand. Gradually, the company will introduce selling imported vehicles in Dhaka and assemble imported CKD vehicles. In addition, The company will offer modern facilitate workshops for providing the best support and vehicle maintenance services.

### **Krishibid Fisheries Limited**

Krishibid Fisheries Limited, a fishery firm of KG established in 2011 and merged with Mymensingh Hatcheries Limited on twenty hectares of ponds and low lands. The project has begun its activities by breeding premium quality of fish seeds and marketed the fish at wholesale markets and retail markets. Farm merged with a well-known hatchery for growing table fish and fingerlings of different cultures of fish. Besides this, the fishery project will expand along with a variety of fish cultures. The company was planned to establish a Breed Bank and Healthy- aquaculture within the fish farm of the company. This firm is also a member of Bangladesh Fish Hatchery & Culture Association and Bangladesh Fisheries Research Forum.

### **Krishibid Security and Services Limited**

Krishibid Security and Services Limited, established with a commitment to provide lacuna free security and services to the clients. It is organized and developed to offer safety and protection services based on the client's specific requirements and preferences. This security firm provides its training facilities along with a long process of recruitment test for the security forces. That's why they placed trained guards and service personnel to ensure affordable cost and ensure the safest security and services.

### **Krishibid Tours & Travels Limited**

Krishibid Group has developed its new business venture with hospitality and tourism management, which has a new paradigms shift to KG and brings the parent company towards maximum revenues. KTTL registered in 2012, provide tourism experiences to the customers by assuring safe and comfortable travel experiences. This tourism wing also offered Ticket booking of airlines, Hotel reservation, Visa processing, Hajj and Umrah travel package, inbound and outbound tourism. KTTL of KG is monitored and guided by an experienced team who are very well-known to provide customers with exceptional travel experiences.

### **Krishibid Bazaar Limited**

KBL is a super-shop, located at Mirpur and sister concern of Krishibid Group. The shop offers everyday needs to consumers for food items ranging from a wide variety of rice, pulse, edible oil, fish, meat, pulses and spices, vegetables, fruits, sweets, bakery and other daily necessities for household and personal care. Krishibid Bazaar ensures the safe, fresh and premium quality of food and products with an affordable price.

### **Krishibid Printing & Publishing Limited**

Krishibid Printing and Publication (KPPL) is a sister concern of KG, equipped with modern printing machinery. In, 2012, the firm was registered as a joint stock company. The primary objective of the company is to Offer the best quality printing services at low cost. Also, the company currently offers high-quality printings of books, journals, magazines, bulletins, newspapers, catalog, brochures, etc.

### **Krishibid Packaging Limited**

Krishibid packaging is a packing related firm of KG, one of the manufacturer and supplier of packaging solutions which used for fabrication and packaging plastic flexible for Clients. The company registered with Joint Stock Company in 2016. It is located at Akrain, Birulia, Savar. KPL uses by-products of imported petroleum's. The clients of KPL are the industries from food and bakery such as biscuits, chips, noodles, soup, laccha semai, and toiletries and soap, agro products like seeds, fertilizers, pesticides, and pharmaceutical industries.

### **Krishibid Filling Station Limited**

KFSL is a private limited company of KG registered in 2016, located at Islampur in Cox's Bazar. The filling station offers automobile fuels like CNG, petrol, octane and other automobile services and oil. There is also a snack shop, a prayer room, and other civic facilities in the area of filling stations.

### **Krishibid Food and Beverage Limited**

KFBL is a joint-stock registered company of KG, and the factory situated at chat bari, Mirpur, Dhaka. In 2016, the firm began its operation by manufacturing and distribution of food and beverage.

The first primary concern of the firm is to ensure the premium quality of food and excellent customer services. Similarly, KFBL is more aware of safe as well as healthy, food and drinks. For keeping the environment a healthy and safe, marked it as a top priority the strategy of KFBL has been moved towards eco-friendly products and safe food. Also, the objective of the company is to become of the leading and most extensive food and beverage manufacturing and processing industry.

### **Krishibid Seed Limited**

Krishibid Seed is a public limited company under KG and started its operation in 2016. The objective of Krishibid Seed Limited is to produce and ensure good quality of seeds. For the sake of assuring the premium quality of seeds, these are under the monitoring and observation of agricultural scientists. Besides, the seeds are also tested by agricultural research and development wings of the government.

In addition, ten acres of research and development farm (equipped with advanced tools, laboratories, and the latest agri-technologies) has allocated for the development of seeds and varieties of different crops. KSL is also a member of APSA, BSA, SIAB.

### **Krishibid Media Corporation Limited**

**KMC** began its operation in 2016. The company promotes agriculture of the country in online media. There are production house and website addressed as ktvbd.com, where agricultural news, information's and documentaries are broadcasted. The website has access to monthly agriculture-related bulletins and journals as well.

### **Krishibid Insurance Limited**

**Krishibid Insurance** is another public limited company of KG, which inaugurated in 2016. Company-owned forty crores taka of capital investment. It serves financial insurance as well as protection by creating different schemes and features of financial security, risk management services to individuals and business organizations against losses.

### **Nova Money Exchange Limited**

**Nova Money Exchange Limited**, an authorized money exchange agency of Bangladesh bank. KG has developed its business towards money exchange in 2016. Krishibid Tours & Travel (KTT) is the beneficiary of this ventures, as KTT has a lot of clients (like Hajj and Umrah

customers, and other tourists) who have required to exchange foreign currency. Target customers of NME is an agriculturist, foreigner, and Bangladeshi tourist. Here, agriculturists have preferences to exchange money with maximum available rates.

### **Mymensingh Hatchery and Feed (Pvt.) Limited**

Mymensingh Hatchery and Feed are one of the sister concern of KG, begun its operation in 2013, which is an extension of Krishibid Fisheries Limited. It is located at Trisal Upazila, Mymensingh, within an area of five hectares of land and has grown five hundred tons of tabled fish. Establishing a benchmark quality of farm in hatchery sector by producing and supplying of dry fish, premium quality of brood, fingerlings which are utilized on fish farming and aquaculture.

### **Krishibid Multipurpose Cooperative Society Limited**

KMCSL has established to enthusiast and support agriculturists on financial investments and earn maximum rate of profits. The financial investment of the customers is directly put money into different business and new ventures of Krishibid Group and other companies. Presently, the KMCSL owned five thousands of shareholders. On the other side, this Cooperative society also conducts their activities according to the law-abiding rules and procedures of the country Overall, the aim of KMCSL to bring agriculturists of Bangladesh under a forum for making better future towards investments.

### **Krishi Foundation**

A non-profit organization has set up to made immense contribution through the development and social works for the sake of the community, society as well as, the nation. The foundation is also the CSR of Krishibid Group. The activities of KF are letting people know about the significant development of research, science, and technologies in the agricultural sector of the country.

In addition, providing help, support, and assistance to unprivileged man and woman through offering them different opportunities like education, technical skills, training and make people employable/through direct employment, helping them to use scopes and prospects of generating earnings, as well as, ensuring essential healthcare and medicines. Besides these, the foundation involved with rewarding scholarship based on merit and need, who is a student of agricultural science/related subjects.

### **Glorious Technical Training Institute**

GTTI was established in 2008, a vocational training platform under the project of Krishi Foundation, one of Corporate Social Responsibility (CSR) activities of KG. It is authorized by BTEB, to conduct trade courses of six months. Currently, training courses are offering six months training on business, electricity, auto mechanics, driving and other skills focusing on job market-oriented. The main purpose of this project is to provide support and assistance to poor and distressed people and make them self-dependent and employable. Additionally, this institute arranges and organize different pieces of training to empower helpless people.

Apart from training and learnings session, students who can complete the course, the institute also offers job opportunities in various organizations.

### **Glorious International School & College**

**Glorious International School & College**, founded in 2017, an English version school and college. It is situated at Krishibid West View campus, Savar. Both residential and non-residential facilities along with medical support, sports, and comfortable environment. Mainly, the objective of this school is to provide standard education and grown up with extracurricular activities, to achieve a great future ahead of the students

### **Glorious University**

Glorious university, a proposed project of Krishibid Foundation. The quality of education and curriculum will be offered according to international and standard. It will be an institution of higher education and the highest peak of research and centers. This institution is the branch of Krishi Foundation, which is under parent company Krishibid Group.

### 3.5 KG Values

KG is one of the leading agro-based company has established based on the three fundamental principles of Accountability, Responsibility, and Transparency. Management of the company is following the policy for creating the company towards immense progress and gradual continuity of success, as well as, strengthening the brand equity even more than before.

**Accountability-** First principle, Accountability refers to make effective response towards aggregate commitments of the management, customers, shareholders and other stakeholders of the group of companies.

**Responsibility** – Second principle, Responsibility towards the organization, refers to strategic and executive decisions taken by the company management, relied on the consequences being forecast and measured.

**Transparency** – Third principle, Transparency refers to achieving the company’s goals and objectives through the process of decision making to the execution of the system, is being clearly defined as fair and transparent.

### 3.6 Service Support Wing of Krishibid Group

KG has owned a total of 26 companies, and Krishibid Firm Limited (KFL) holds the remaining twenty-five companies. KFL has three wings, these are

Operation Wing: This wing is doing mainstream business for parent company Krishibid Group. It contains 22 firms, which has a direct impact on earning revenues and generating profits. Mainly, this division is directly linked to the central business which operates core responsibilities and activities for KG.

The activities are- production and sales, managing factory site, supply chain, packaging, advertising and promotions, value adding to products and services, an innovation of products and services, extending new businesses to the company, whether merger or acquisitions that have a direct impact on generating revenues and profits.

Service Support Wing: This division provides support and assistance to the operation wing, involved indirectly to the company. Mainly, the functional and supportive related departments are engaged in this wing. The divisions are

- **Human Resources & Admin:** The core tasks of HR division are ranged from recruitment to exit interviews, executing service rule, making performance evaluation and management system, payrolls, training and development programs.

On the other hand, administrative works that are also done by the same divisions are like, organizing programs and events, attendance, ensuring security in the workplace and other activities as per requirements of the company
- **Finance & Accounts:** The tasks of this department is creating financial planning for monthly and yearly, credit control, financial analysis, investment, preparing a budget plan for the fiscal year, risk management, controlling revenues and losses, cost minimization and taxation
- **Purchase:** Purchase division buys all sort of office expenses like electronic equipment's inkjet of printers, cables, and other electronic accessories, stationaries and furniture's
- **Sales:** Preparing and implementing sales strategies for an individual group of companies. Targeting sales and achieving it. Provide adequate sales techniques and training to sales representatives, building long term relationship with clients and customers.
- **Land & Legal:** A important division for land properties of Krishibid Group. Purchasing lands, allocate house and apartments for customers, checking paperwork's of documents, taking permission and approvals from RAJUK, project handover and other related works to Land. On the contrary, the Legal department provides support to legalize any documents through its process.
- **Internal Audit:** Working on overall audit cycling, control, and compliance management. In addition, there is a monitoring system through auditing, whether the company is reaching towards objectives.
- **Shareholder:** Selling shares and dividend to the customers for extending new business ventures. Giving them profits at the announcements of AGM.

- **Marketing:** Preparing marketing plans and strategies for promoting, advertising products and services, product development, distribution through the supply chain, packaging, and value chain.
- **IT:** It department is the technology division of KG. The task of this department is to provide technical support and configures all software's, fix errors, troubleshooting, maintaining networks, servers, and web development.
- **Logistic:** Ensuring all the logistic support to all the departments like arranging projectors in a meeting, checking sounds of mic and speakers and other related tasks.
- **Workshop:** Organizing events and seminars according to the schedule and work plan.

These eleven divisions provide all sort of services and assistance to the mainstream business of Krishibid Group.

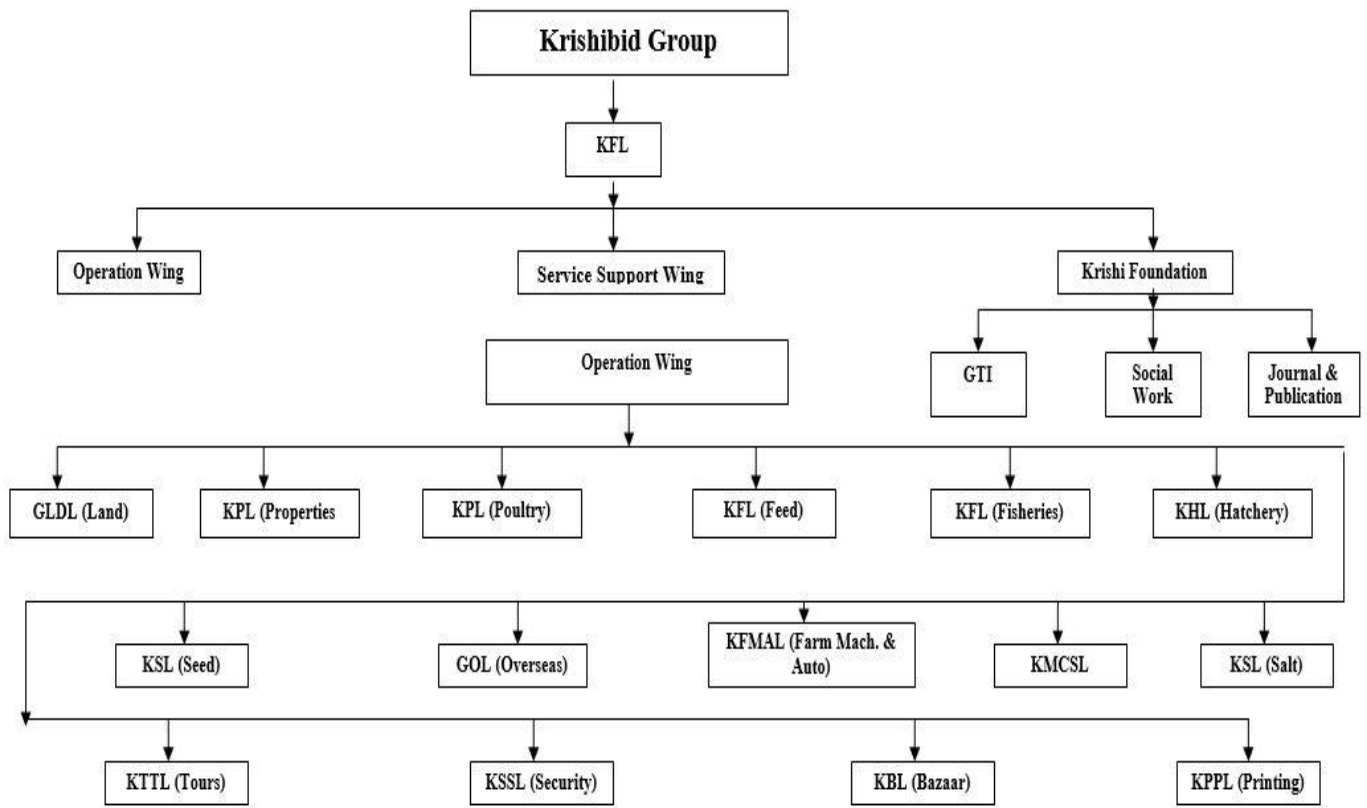
Krishi Foundation: Krishi Foundation is CSR (Corporate Social Responsibility) of Krishibid Group. Currently, this foundation operating a school and a technical institute. Besides these, social activities like awarded scholarships to the students, distribution of seedlings, blankets, as well as, publishing of journals and bulletins.



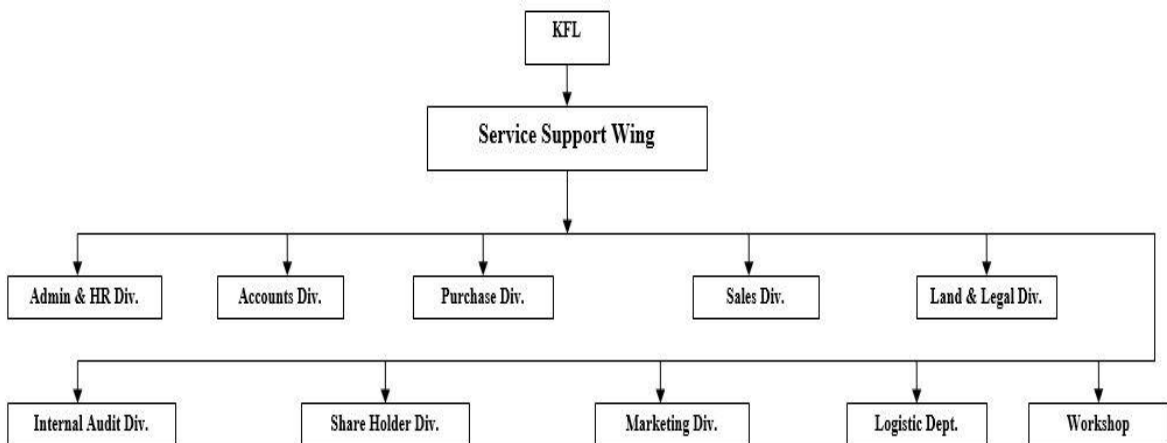
### 3.7 Company Directory

<b>Company Name</b>	<b>Name &amp; Designation</b>
Krishibid Firm Ltd.	Dr.Md. Ali Afzal (MD)
Glorious Lands & Developments Ltd.	Kbd. Zakir Hossain (DMD)
Krishibid Poultry Ltd.	Kbd. Rezaul Karim Khan (MD)
Krishibid Properties Ltd.	Kbd.Md. Alamgir (MD)
Krishibid Salt Ltd.	Kbd. Rezaul Karim Khan (MD)
Krishibid Feed Ltd.	Md. Shafiqul Aktar,PhD (CEO)
Glorious Overseas Ltd.	Dr. M. A. Mazed (CEO)
Krishibid Farm Machineries and Automobiles Ltd.	Prof. Dr. R. I. Sarker (Chairman)
Krishibid Fisheries Ltd.	Kbd. Rezaul Karim Khan (MD)
Krishibid Security and Services Ltd.	Col.(Retd.) Meher Mohabbat Hossain (MD)
Krishibid Tours & Travels Ltd.	Mr. Mahbubur Rahman (MD)
Krishibid Bazaar Ltd.	Col.(Retd.) Meher Mohabbat Hossain (MD)
Krishibid Printing & Publication Ltd.	Dr. Musherraf Husein (MD)
Krishibid Packaging Ltd.	Prof. Dr .R.I. Sarker (Chairman)
Krishibid Filling Station Ltd.	Prof. Dr. R .I. Sarker (Chairman)
Krishibid Food and Beverage Ltd.	Prof. Dr. R. I. Sarker (Chairman)
Krishibid Media Corporation Ltd.	Prof. Dr. R. I. Sarker (Chairman)
Krishibid Seed Ltd.	Md. Shafiqul Aktar,PhD (CEO)
Krishibid Insurance Ltd.	Dr. Md. Ali Afzal (Chairman)
Nova Money Exchange Ltd.	Dr. Musherraf Husain
Mymensingh Hatchery and Feeds (Pvt.)ltd.	Kbd. Rezaul Karim Khan (MD)
Krishibid Multipurpose Cooperative Society Ltd.	Kbd. Tarique Hassan (Chairman)
Krishi Foundation	Kbd. Tarique Hassan (Chairman)
Glorious Technical Training Institute	Prof. Dr .R.I. Sarker (Chairman-GB)
Glorious International School and College	Prof. Dr .R.I. Sarker (Chairman-GB)
Glorious University	Dr.Md. Ali Afzal (MD)

### 3.8 Organogram



**Figure 1: KFL Operation Wing**



**Figure 2: KFL Service Support Wing**

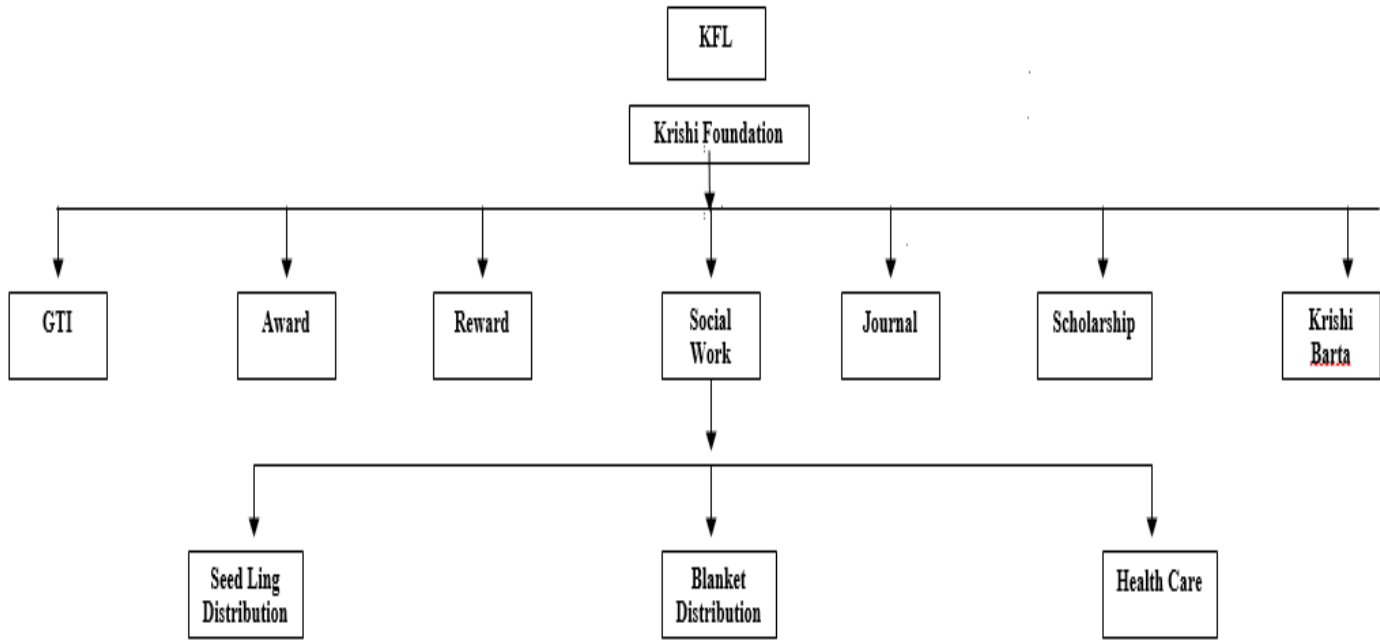


Figure 3 : Krishi Foundation/CSR

## 4. Methodology

In this study, the data has been collected from 30 employees who are presently working at Krishibid Group. Employees are from hierarchical positions ranged from executives to top-level managers. To prepare this internship report on “Performance Management System of Krishibid Group,” the sources of data were taken from two types of sources.

The sources were – Primary data and Secondary data.

**In the primary sources of data**, the respondents of the study were the employees of the company and present during my survey of questionnaires, direct interviews with the employees of KG.

The research instruments of the questionnaires are Simple Attitude scaling, Likert scale, and close-ended questions.

Here, the simple random sampling method used for the selection of the employees and the sample size is  $n=30$ . Employees from different departments and sister concern of the company filled the survey questionnaire. As it's a simple random sampling, employees who were present and available on the office, only they were asked to fill the survey questionnaire.

For the survey, **Google form** used for the convenient of respondents. The number of questions is 12, and each of the questions was mandatory to fill up by respondents.

As an HR- intern, I reached to all thirty employees and assisted them in making a proper understanding of the questions — the answers of the respondents and their provided information treated with confidentiality. Furthermore, the collected data has been analyzed and interpreted by **Google sheets** through the Pie chart and Bar chart.

**The secondary sources of data** were from the documents of the office files, statistics of the agricultural yearbook, journals, publications, annual report of agro-based industries, the official reports of the employees and the website of the company.

For citing past studies and referencing systematically, I have used American Psychological Association (APA 6<sup>th</sup> edition) for citation. **Mendeley Desktop, Version 1.19.4** is used for paper management.

## 5. Analysis and Interpretation of the Data

This study has been conducted to understand the strategic HR practices, relationships among Performance Management System (PMS), organizational performance and employees performance. Following these, how the employees were responding to the survey questionnaires and the results would recommend improving personnel performance and organizational performance.

After the end of the study, the results and interpretation of questionnaires' and data have given a picture of how strategic human resources were practiced and implemented in the organization and perceptions of employees on Performance Management System in Krishibid Group.

The factors that have been discussed and asked to answer the employees are as follows: improvement parameters of performance management, precise observation of PMS among employees, the importance of organizational factors, barriers of productive performance, a clear understanding of job responsibilities, appreciation of excellent performance from management, job security and future growth.

In addition, the indicators of PMS are also related to compensation and promotions based on the performance level, employees freedom to a disagreement regarding feedback decisions with employers and the overall suggestion of how performance can be better in the organization.

In this research, Google Form used for survey questionnaires, the total number of questions are 12, sample size,  $n=30$  and I reached to each respondent to get filled up all the provided data.

Respondents of this study are the employees of Krishibid Group. The employees hold the positions ranged from executives, officers, managers to a few top management executives like CEOs of firms respectively. Among 30 respondents, only 20% (6 employees) disclosed their details like names, designation and rested 80% respondents (24 employees) filled up provided information which has been treated confidentially.

### Duration of employees work experiences at Krishibid Group:

Among 30 respondents, each of the respondents has been asked how long employees are worked for the organization. Total respondents are divided into two categories. These are:

- Employees worked with KG, for (0-5) Years
- Employees worked with KG, for (6-10)Years

The result is shown below-

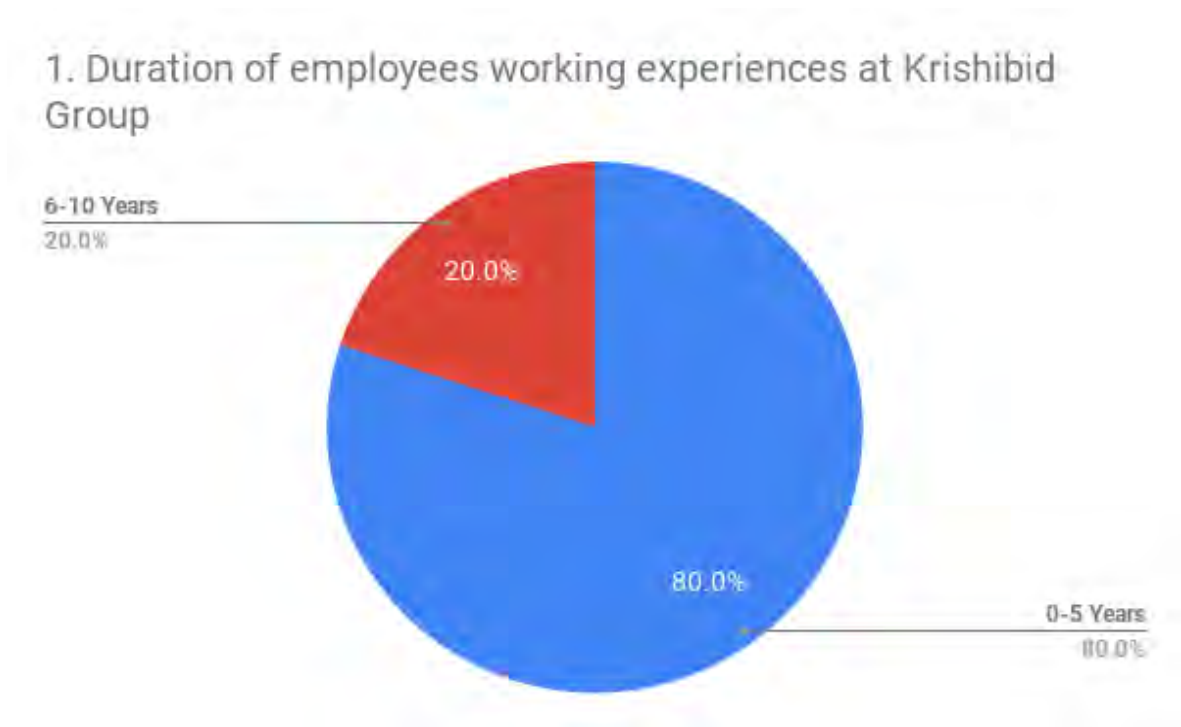


Figure: Duration of employees working experiences at Krishibid Group

**Interpretation of the data:** From the above result, it is shown that 24 respondents (out of 30) were working with this organization from (0-5 Years), that means 80% of 30 employees participated on this study. On the other hand, rested 20 % experienced employees (6 respondents) who were working 6 to 10 years with employee engagement in the organization.

### Improvement parameters of Performance management:

Performance management is one of the significant factors in HR practices of any organization. Employees have asked about the fact that what is the core factor that matters in the

improvement of PM in the organization. Five options have given on the question, and the possibilities are experience, qualifications, skill-set, personality, and interest. Majority of employees have chosen the important one, which is required parameters of PM at Krishibid Group. The result is given below,

## 2. Improvement parameters of Performance Management

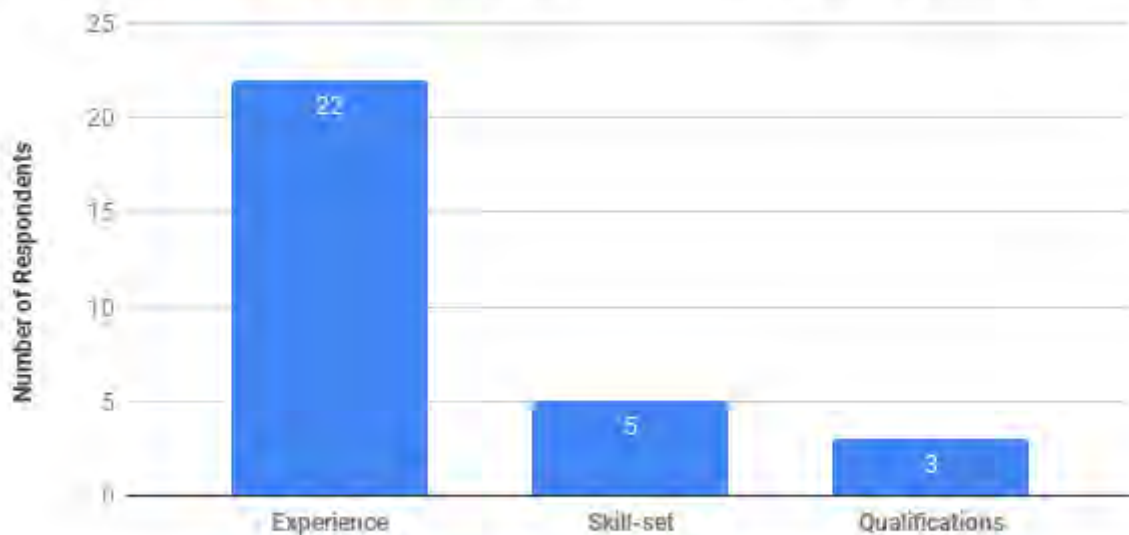


Figure: Improvement parameters of Performance Management

**Interpretation of the data:** From the above results, the majority of the employees responded that experience is an essential factor that emphasized improving PM at Krishibid Group. About 73.3% of respondents, (**out of 30 respondents**) agree that recruitment of experienced personnel can improve the efficiency in the organization.

On the contrary, 16.7% of respondents perceived that skill-set could be important parameters, and the remaining three employees (10% of respondents) have perceptions over qualifications.

### Clarity of PMS in the organization

An effective Performance Management System plays a pivotal and progressive role in the organization. It is necessary to understand all the employee's responsibilities and their contributions to the organization. Importantly, employees need to recognize employers expectations, targets, and goals within the organization. Similarly, employees of KG also perceived that instructions of PMS need to be stated coherent and clear from HR divisions.

Employees have different perceptions on the clarity of PMS in the organization. The opinions are given below,

### 3. Clarity of PMS in the organization

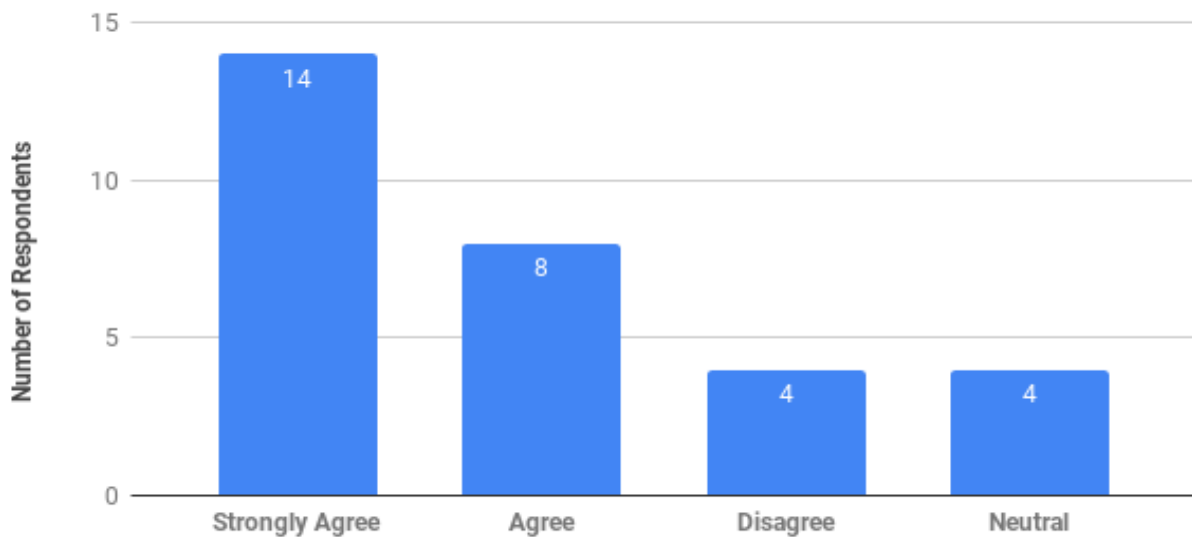


Figure: Clarity of PMS in the organization

**Interpretation of the data:** From the data, it is shown that 14 respondents (around 47% of respondents) entirely agree that PMS has defined adequately, as the smooth progressive level which suited well in the organization. On the other hand, 27% of respondents (8 respondents) rated as to agree that, the efficiency of PMS is performing well. The remaining eight respondents have neutral and disagreements about the ability of PMS.

### Organizational factors responsible for the enhancement of PMS

The organizational factors have a positive effect on efficient performance management system (PMS). There are different types of organizational factors and employees have different views and preferences on it.

Moreover, the different perception of organizational determinants is preferred by employees, based on their effectiveness in doing the job. Thirty respondents have preferred three types of organizational factors which are responsible for improvement parameters of performance management. These parameters have analyzed, and results have shown below,



#### 4. Organizational factors responsible for enhancement of PMS

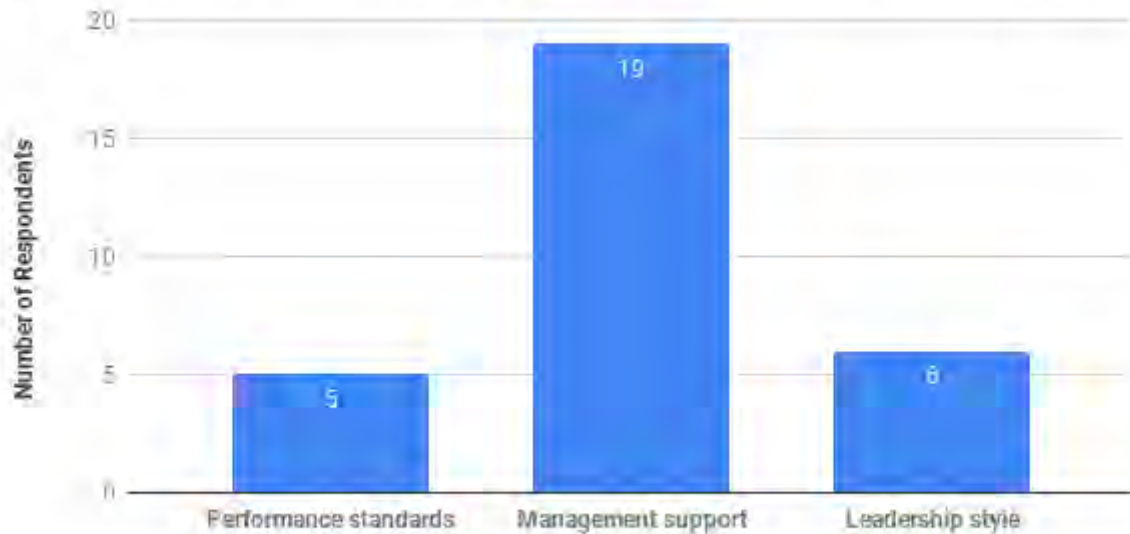


Figure: Organizational factors responsible for enhancement of PMS

**Interpretation of the data:** Among 30 respondents, 19 respondents (around 63 % of respondents) agreed that management support is an essential organizational factor for increasing effectiveness of PMS in Krishibid Group.

Also, the remaining 6 respondents (20% of respondents) think that ‘leadership style’ and 5 respondents (17% of respondents) have a thought on benchmarking performance; both have two different views on the incremental impact of PMS.

#### **Barriers of Effective performance in the organization**

The barrier is an alarming concern for the effective performance of any organization. It is a failure for an organization when employees are unaware of his job responsibilities and gradually slow performance, due to lack of training, resources, dedications as well as organization development interventions.

Similarly, employees of multiple firms and departments in KG, have faced complexities and obstacles. Instead, some employees have tried to cope up with those barriers and did their job effectively. Parameters of the barrier, that made performance obsolete in the organization have analyzed, and, the result is given below,

## 5. Barriers of Effective performance in the organization

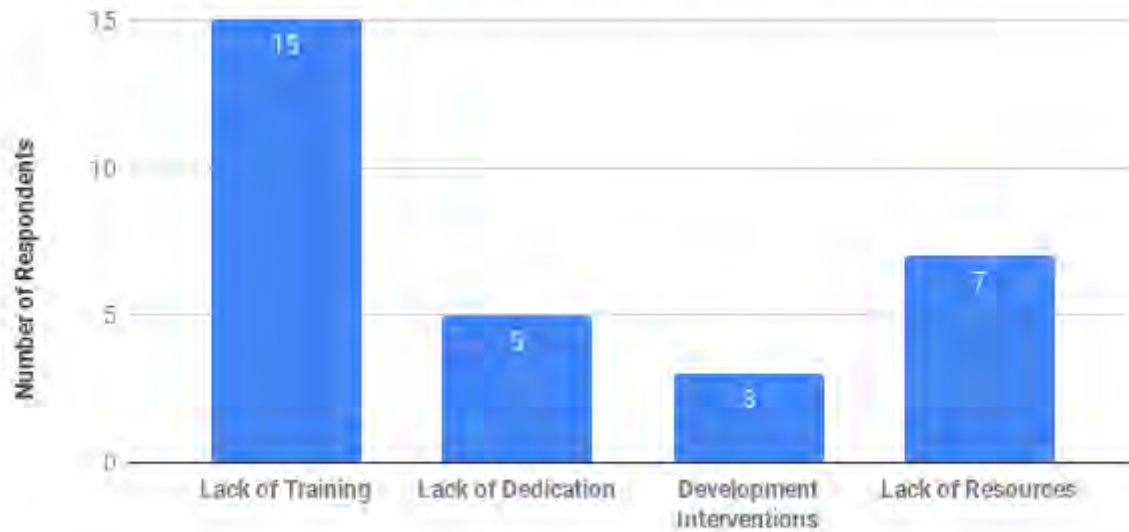


Figure: Barriers of Effective performance in the organization

**Interpretation of the study:** It is evident that 15 employees (50% of respondents) recognized that the reason behind the barrier of ineffective performance is due to a lack of training. On the contrary, 7 employees (23 % of respondents) perceived that lack of resources is a fact, 5 employees ( 17% of respondents) realized that lack of dedication and 3 employees claimed that Organizational development interventions; all these barriers would be the reason of inefficiency performance in Krishibid Group.

### Explicit specification of Job Descriptions among employees

Job Description is one of the critical areas in HR divisions, which help employers recruiting the positions. It describes the nature of the job, details of duties and responsibilities, opportunities and scopes of areas and all other necessary information that guide an employee to know about their objectives to perform.

Employees have different views regarding the precise specification of the job description at KG. They have different opinions of agreements regarding clear instructions of job descriptions. After analyzing, the results are given below

## 6. Clear specification of Job Description among employees

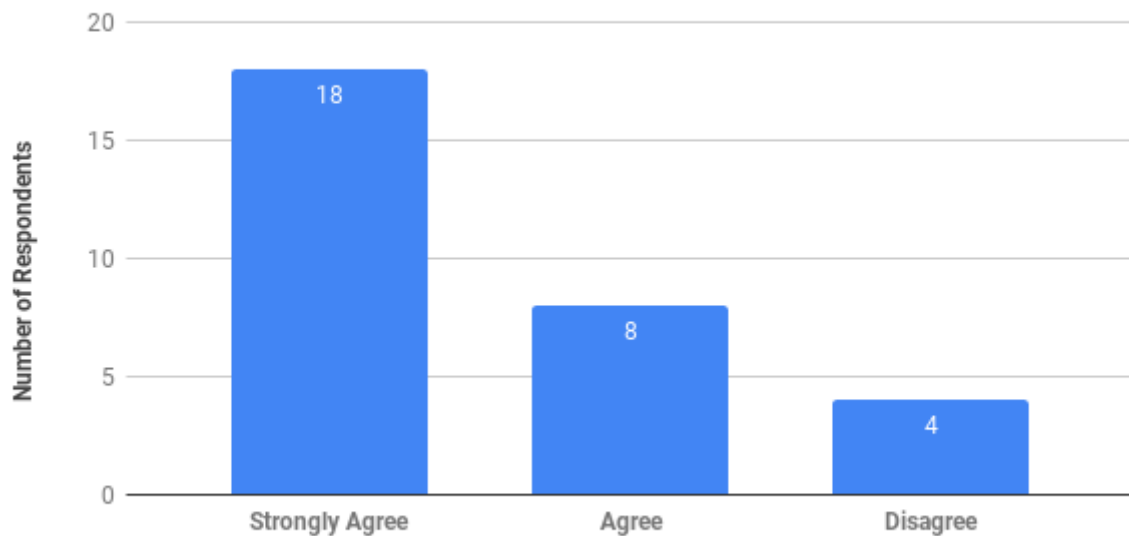


Figure: Clear specification of Job Description among employees

**Interpretation of the data:** Among 30 respondents, 18 respondents were entirely/strongly agree as well as 8 respondents also agree and the rested 4 respondents have a disagreement on it. A high percentage of employees, 60 % completely agreed that JD is specified from HR divisions and 26.7% of employees accepted with it. Also, employees are fully aware of their roles and responsibilities. The remaining respondents 13.3 % disagreed that, they were unaware of clear Job Description.

### **Recognition of employees performance and achievements in time**

Appreciation is the best way of recognizing, praising and encouraging employees for their effort and contribution to the organization's goals and objectives. Therefore, building employer-employee relations in an organization make an atmosphere of employee engagement, where employees contribute their utmost effort.

At the same time, KG employees have multiple views of agreements about whether the company recognizes their performance and achievements timely.

From the analysis, the result is given below,

### 7. Recognition of employees performance and achievements in time

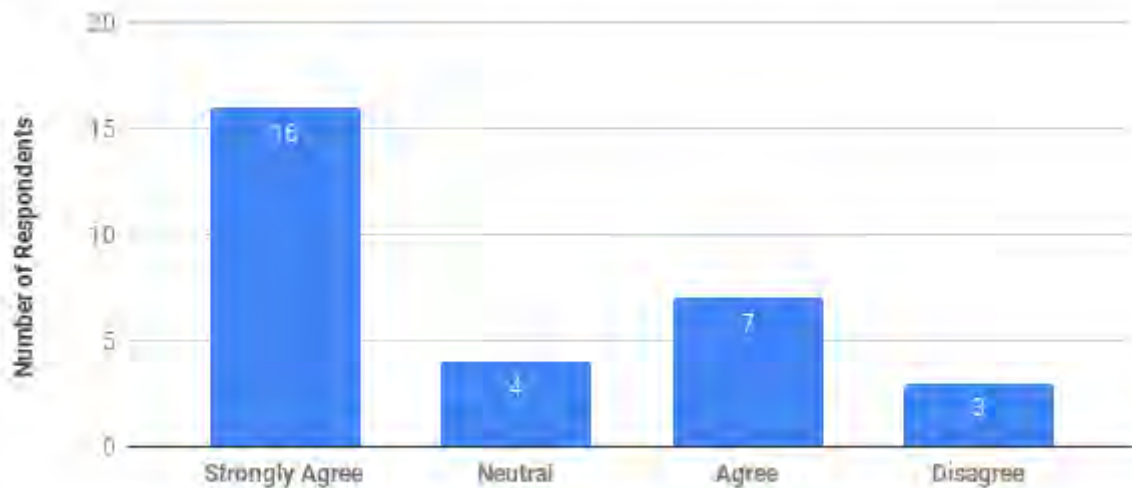


Figure. Recognition of employees performance and achievements in time

**Interpretation of the data:** Among 30 respondents, 16 respondents entirely agreed as well as 7 respondents also agree. Then rest 4 respondents disagree on, and 3 respondents have a neutral opinion on it. A high percentage of employees, 53.3 % strongly agree, and 23.3% of employees accepted that employees tasks appreciated in time. Moreover, the monetary incentives provided based on their immense contribution. The remaining respondents 13.3 % have disagreements, and 10 % settled their position on the neutral side in this regard.

### Employees future growth opportunities at KG

Employee retention is a critical factor of an HR department, which has a measurable impact on the organization. To ensure consistent growth opportunities for professional development, employees stay in an organization where they can expose their potential, can found more scopes and opportunities, in order to achieve a good experience and earn performance-based monetary rewards and employee benefits.

Krishibid Group, always create a diversified platform where employees can experience various scopes and gain self-esteem. After analyzing the study, the result is shown,

### 8. Employees future growth opportunities at KG

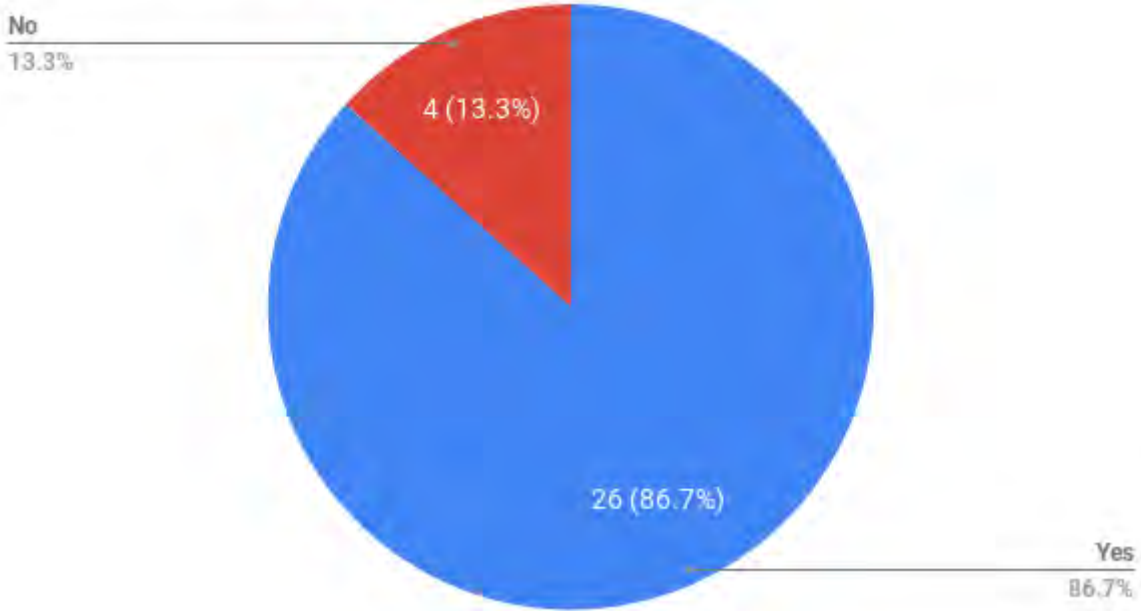


Figure: Employees future growth opportunities at KG

**Interpretation of the study:** From the above results, it is shown that 26 respondents (Out of 30 respondents), 86.7% accepted that, employees have excellent future growth opportunities in the existing organization. And, the rested 4 respondents, 13.3% responded negatively which perceived that they are exploring their possibilities of future growth in somewhere else.

### Impact of employees performance on their salary

Salary is one of the crucial factors for employees performance. Employers of the leading companies always made a direct linkage between the effects of employees performance and their salary. Competency-based and performance-based payments attract potential employees. As a result, a healthy atmosphere creates in the organization employers, and employees work and focus together to enrich the company's goals and objectives. Therefore, job satisfaction, employee engagement, and retention remain among employees.

Employees always give the utmost effort for outstanding performance, when they get the assurance from employers that, payments based on performance.

Accordingly, employees of KG have perceptions, whether performance has any impact on salary. The result is given below,

### 9. Direct impact of employees performance on their salary

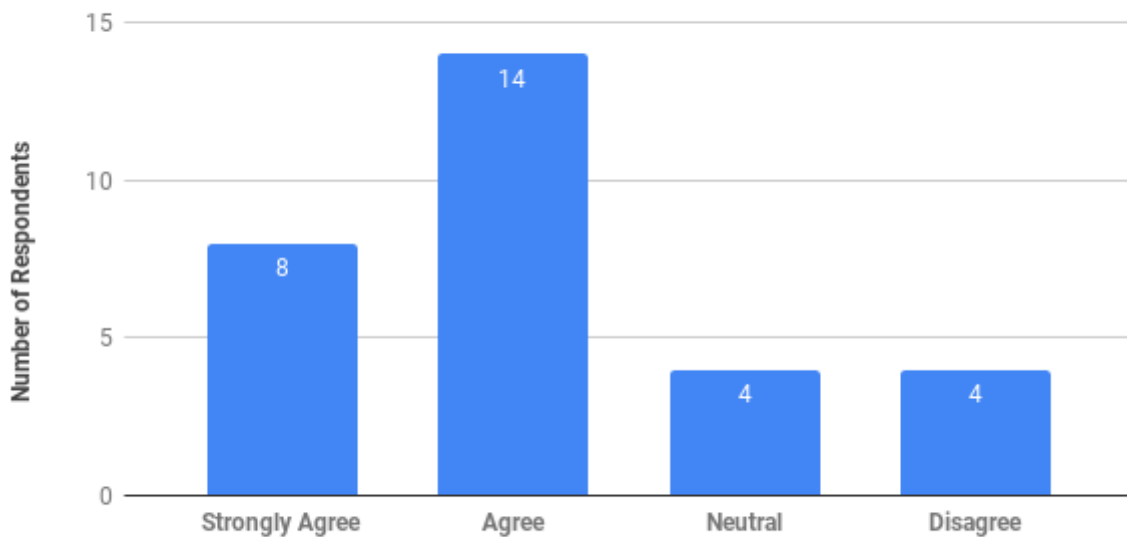


Figure: Direct impact of employees performance on their salary

**Interpretation of the data:** The above results shows that 14 respondents, 46.7% agreed and 8 respondents, 26.7 % strongly agreed that the employee's performance is a crucial determinant which has an impact on their salary. Then rest 4 respondents (13.3 % of respondents) have disagreed and 4 respondents (13.3% of respondents) have a neutral opinion on it.

### The dependency of employees promotions based on PMS

The primary duty of the Performance Management System (PMS) is to monitor and manage employees performance. Also, PMS has to assure management that employees are doing his tasks, which are being employed and asked to do with acceptability and productivity.

If employees can work efficiently, meet organizational objectives and follow the codes and procedures of PMS, then the personnel will be recommended for promotions. Similarly, if employees can rely on promotions are strictly based on PMS in Krishibdi Group, the result is given below.

## 10. Dependency of employees promotions over PMS

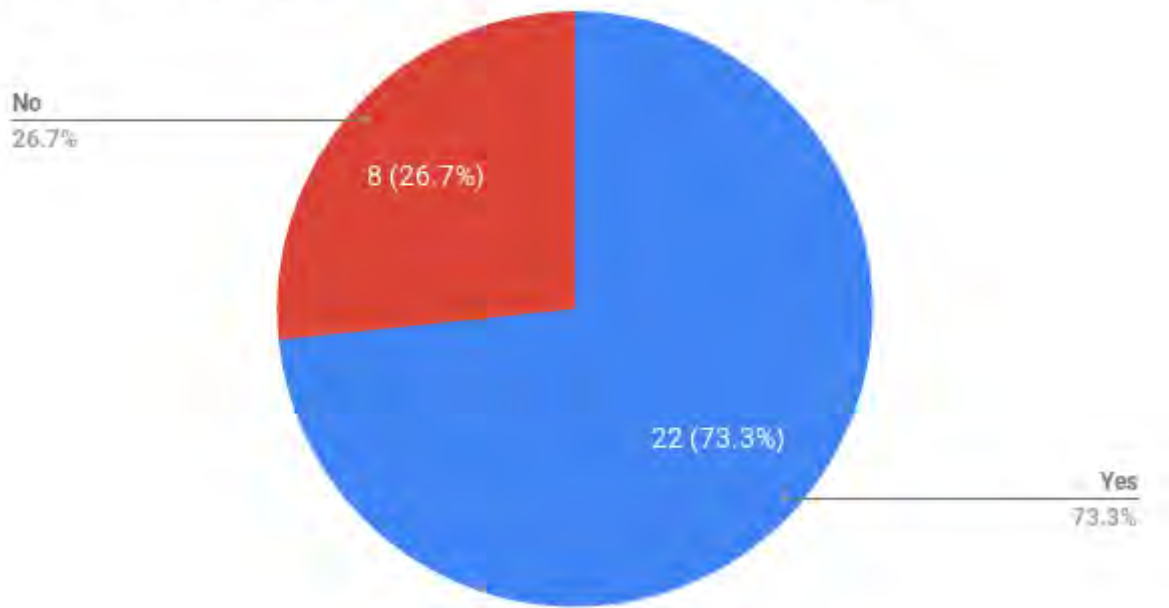


Figure: Dependency of employees promotions over PMS

**Interpretation of the study:** From the above results, it is shown that 26 respondents (Out of 30 respondents), 73.3% had positive responses from the respondents, employees promotions are dependent on PMS. And, the rested 8 respondents, 26.7% responded negative, which meant they have different views on it.

### **Employees freedom to express on disagreements regarding employees feedback decisions to the Department- Head**

Feedback decision is a capable system to inform employees about work progression and create awareness of their responsibilities. Besides, employers also sort out the improvement parameters that employees are required to work on it precisely.

On the contrary, employees might have disagreements against feedback decisions and have the right to express freely about the issue. Some organizations give the space to discuss, and others close the discussion on these issues.

The employees of KG asked about the circumstances, and their responses are given below,

### 11. Employees freedom to express on disagreements regarding employees feedback decisions to Dept-Head



Figure: Employees freedom to express on disagreements regarding employees feedback decisions to Dept-Head

**Interpretation of the study:** Among 30 respondents, all of them said " Yes" that employees of KG can comfortably talk to their superiors regarding their feedback decisions.

### **Performance improvement parameters in the organization**

Improvement of organizational performance is necessary to establish a leading company. The management of Krishibid Group is very concerned about improving the performance of the organization as twenty- six firms are already associated with it.

If the organizational performance does not work smooth and the strategic actions not taken in time, then the company will mislead to its objectives.

After analyzing the fact, employees have different opinions regarding performance improvement parameters, which is a crucial factor for KG's organizational efficiency. The results are,



## 12. Performance improvement parameters in the organization



Figure: Performance improvement parameters in the organization

**Interpretation of the study:** 19 Respondents (63.3%) marked that Department-wise assessment is significant parameters for improving organizational performance. Among 30 respondents, most of them realized that individual departments assessment is much needed. Furthermore, they added to develop single department-wise performance dashboard.

On the contrary, 5 respondents perceived that employee benefits could be a good option for organizational improvement. Remaining six respondents, 3 respondents marked training other, 3 respondents marked guidance would be the good option to improve organizational performance respectively.

## 6. Findings of Study

- Experienced executives can improve performance management, which is an assumption of majority of the employees.
- The high percentage of employees have a proper understanding of PMS. Few employees have objections regarding measuring of performance management
- Management support is an essential organizational factor, which can make positive changes on PMS in Krishibid Group.
- Lack of training and resources are the barriers to effective performance in the organization.
- Most of the employees have a proper understanding of Job Description.
- Top management is recognizing employees performance and achievements in time. Most of the employees are agreed and have positive thoughts on this statement.
- More than eighty percent of employees wanted to stay in KG as it has created enormous opportunities in the organization.
- Salary and promotions are provided based on the PMS of KG. Though, few employees have different thoughts on this.
- All employees have the freedom to discuss disagreements regarding feedback decisions to employers or superiors.
- Department-wise assessment can improve overall performance in the organization.

## 7. Recommendations

- Management should keep the focus on skill-set and qualifications as well, to achieve a better Performance Management System in KG. It is necessary to focus on these skills too, as the growth of the organization is getting bigger and the trends of job responsibilities are changing over time.
- All employees should know the procedures of PMS and how it measured as well as impacts on employee performance. It is a right to each of the employees to understand how the progress of performance measured and justified by employers.
- Training and resources should be given more importance for increasing performance in KG. The training sessions enable employees to learn new skills, enhance work-efficiency and perform well.
- Promotions of employees should be rewarded through the process of PMS. Therefore, employees will focus more on their responsibilities and improve their performance.
- Service rule of the organization should be reviewed and revised over circumstances and time.

## 8. Conclusion

Employees are valuable resources of an organization. So, it is important to retain efficient employees to achieve the organization's goals and objectives. The Performance Management System is a productive way to keep competent and skilled employees by encouraging, evaluating and compensating them with competitive remuneration and employee benefits. The utmost improvement of employee's performance moved an organization toward the accomplishment of mission and vision. The human resources department of KG managed performance management system efficiently which is moderately useful for the company. After analyzing and observing the overall performance management system, it is proved that employees are reasonably satisfied with the measurement system of employee's performance. However, strategies and techniques of measuring employees performance in KG should redesign and changed over time to enhance the competitive advantage and keep the organizational performance more productive.

## Abbreviations

GLDL= Glorious Lands & Developments Limited

GTTI = Glorious Technical Training Institute

GOL = Glorious Overseas Limited

KF =Krishi Foundation

KG= Krishibid Group

KBL = Krishibid Bazaar Limited

KFL = Krishibid Firm Limited

KFBL= Krishibid Food and Beverage Limited

KFSL= Krishibid Filling Station Limited

KMCL = Krishibid Media Corporation Limited

KMCSL = Krishibid Multipurpose Cooperative Society Limited

KPL = Krishibid Properties Limited

KPPL= Krishibid Printing & Publishing Limited

KSL= Krishibid Salt Limited

KSSL = Krishibid Security and Services Limited

KTTL = Krishibid Tours & Travels Limited

KFMAL = Krishibid Farm Machineries and Automobiles Limited

PMS = Performance Management System

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## Appendix

### Survey Questionnaire

Dear Respondent, I am a student of Bachelor of Business Administration (BBA), BRAC University. Currently, working as an **HR- Intern** at Krishibid Group (KG). For my internship purpose, I am going to conduct the research of factors/indicators/parameters that are responsible for the Performance Management System of KG.

Please take a few minutes to answer the questions. The provided information will be CONFIDENTIAL.

Acronyms, PMS= Performance Management System.

KG= Krishibid Group

Name of the Respondent : \_\_\_\_\_

Designation: \_\_\_\_\_

1. How long have you been working for Krishibid Group?
  - 0-5 Years
  - 6-10 Years
  - 11-15 Years
  - More than 15 Years
  
2. Which of the following factors would you believe improve Performance Management?
  - Experience
  - Qualifications
  - Skill-set
  - Personality
  - Interest
  
3. Do you think that PMS is clearly defined in the organization?
  - Strongly Agree
  - Agree

- Neutral
  - Disagree
  - Strongly Disagree
4. Do you think that PMS can be improved from the following organizational factor?
- Leadership style
  - Management support
  - Work-life balance
  - Performance standards
5. Which one is a barrier to effective performance?
- Lack of Training
  - Lack of Resources
  - Lack of Dedication
  - Development Interventions
6. Do you feel that your Job Descriptions are clearly defined in the organization?
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
7. Do you think that your performance and achievement of results recognized in time?
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
8. Do you think your future growth opportunities look good at KG?
- Yes
  - No



9. Do you agree that your performance has a direct impact on your salary?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. Are the promotions strictly based on PMS?

- Yes
- No

11. Do you feel comfortable to express your disagreement regarding the employee's feedback decisions to your Department-Head?

- Yes
- No

12. How can performance be improved in the organization?

- Department-wise assessment
- Training
- Employee benefits
- Guidance