Internship Report

On

Performance Appraisal Systems of Confidence Knitwear Ltd

Submitted To

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Assistant Professor

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Submitted By

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Masters of Business Administration

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Letter of Transmittal

May 12th, 2019

Md. Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

BRAC University

Subject: Submission of Internship Report.

Dear Sir,

With the great pleasure, I submit my internship report on "**Performance Appraisal systems of Confidence Knitwear Ltd**" which was assigned me as a part of my MBA Program. I extent my gratitude to you for providing me the opportunities to learn so much on the job experience with in such a congenial working environment. I have tried my level best to complete this report with the necessary information and suggested proposal that you were provide me as your best as well.

I hope that the report will be completed as your expectations, and allow me to submit the report for the stated topic.

Thank you

Sincerely,

…………………………….

Shariful Islam

EXECUTIVE SUMMARY

Preface

This report is a part of Human Resource Management course requirement of MBA program in this last and internship semester. My report portrays the process of Performance Appraisal Methods of Confidence Knitwear Ltd. When I need to do internee I choose Confidence Knitwear Ltd, which is a Knitting Garments and got internship chance as HR intern.

I choose Confidence Knitwear Ltd for preparing my report. I took the help of the HR executive, DGM (Commercial), officers and employees of the organization and discussed with them about their performance appraisal management systems and other issues also.

Performance management is the systematic process by which an organization involves with the employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of organizational mission and goals. Process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees.

Confidence Knitwear Ltd as measure their staffs, department and performance behavior also. They create their performance appraisal systems in a planned way.

This report contains five chapters and each is distinct for its contents.
In chapter one, I discus about the introduction of the study in this chapter I draw the overview, objectives, scope, methodology of the study and also I drew limitation of the report.

In chapter two, I am trying to describe about the whole organization profile as overview, history, mission & vision, objectives, functions, importance.

In chapter three, I included the Internship experience so on.

In chapter four, I have describe the whole performance appraisal methods of Confidence Knitwear Ltd

In chapter five, decorated by analyzing and conclusion and recommendation part of my report.

ACKNOWLEDGEMENT

At first I would like to remember the all mighty Allah for giving me the strength to complete the report without the stipulated time. Without the support of Allah I would not be able to complete a huge task of preparing this Internship Report within the scheduled time.

Nobody can do anything properly without others assistance, So if we want to get better output in any activity from a particular than assistance or co-operation is very much essential, I am personally in debt to a number of persons who helped me very politely and gently whose advice, direction and co-operation enable me to earn experiences and give opportunities to learn about. I am deeply indebted to my respected teacher Md. Hasan Maksud Chowdhury sir, my supervisor, BRAC Business School. I would like to my best regard and deepest gratitude to my honourable teacher and supervisor Md. Hasan Maksud Chowdhur for his cordial guidance and active help to complete my internship report and I would also like extend my gratitude to all my respective teachers.

I also indebted to Managing Director MR. MD. KAFAETH ULLA Confidence Knitwear Ltd, giving me the opportunities to do my internship in this organization. I am also indebted to Deputy General Manager (Commercial) ALI AZAM BHUIYAN and all of the officers and employees of the Confidence Knitwear Ltd, who extended their wholehearted cooperation to me despite their huge workload during my Practical Orientation.

At last I would like to think the Directors and the other officers who have given me the opportunities to do my internship at this organization and also thanks to the authority of Confidence Knitwear Ltd of their co-operation regarding this project.

Finally, I convey my sincere thanks to my friends who inspire in different ways to complete the report and the course as well.

Thanks everybody from the care of my heart.

Shariful Islam

Declaration

I hereby declare that the report of internship namely **"Performance Appraisal Systems of Confidence Knitwear Ltd"** is prepared by me after the completing of 3 (Three) months of internship with Confidence Knitwear Ltd at a comprehensive study of the existing activities of Confidence Knitwear Ltd and its implementation. Submitted by me to BRAC University, for the degree of Master of Business Administration

I also declare that this paper is my original worked and prepared for academic purpose which is a part of MBA and the paper may not be used in actual market scenario.

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MBA (Major in HRM)

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Table of Content

Chapter-1

INTRODUCTION

1.1 Rationale of the Study

This study was conducted to know about the different functions of performance appraisal system of the Confidence Knitwear Ltd. Around 12000 employees are working here, so I try to find how the HRM department I the Confidence Knitwear Ltd evaluates their employee performance and motivate their employee to perform better. I also try to find out what type of performance appraisal system active in Confidence Knitwear ltd, some of the party HR strategies and information that I collected from the organization.

1.2 Background of the topic

The internship program is an essential part of Bachelor of Master Administration degree. It is a program with duration to expose them to real life of management situation. BRAC University has assigned the internship program for the students to help them out to have a practical knowledge to work in a real official environment. The topics of my internship program are performance Appraisal Methods. It is a very important part of any student who is going to finish his or her MBA program. This is because here any student can apply their theoretical knowledge in the piratical application.

As our continuing 21st century where people is a dimension of management system, which is called the human resource management. And it is at the center stage of any organization.

In our MBA program this is an important opportunity for a student to practice his theoretical knowledge practically and gain valuable business experiences. In this purpose Confidence Knitwear Ltd gave me the opportunity to compete the internship program form their organization. As a part of MBA course requirement, I was assigned to do my internship in this organization for a three months period. Here May concentration lied on "performance appraisal methods of Confidence Knitwear Ltd. The information was collected from the organization survey conduct by the questionnaire, organization website, service manual, training manual and direct discussion with the executives and operational employees.

1.3 Objectives of the report

The objective of the report is to divide into two categories. There are: general and specific objectives

a) General objectives

The general objective of the study is to know about the Management system of Confidence Knitwear ltd

b) Specific Objectives

The specific focuses of the study are:

➢ To find out the overall activities of management system.

➢ To represent the procedures that company follows for lending to the customers.

➢ To describe the detailed operational procedure of the different HR facilities.

1.4) Scope

➢ As there is some limitations but we have some scopes for doing the report as well such as:

➢ They are doing some work what is related with business development.

➢ I can collect information from Standard and another garment like Square group Orion group of industry.

➢ Some of our senior brothers can help us over the matter.

➢ I can collect information various books and relevant paper what related with apparel industry.

➢ I can collect information from our very much enriched library etc.

1.5) Methodology

Confidence Knitwear Ltd is one of the largest and successful Knitwear garments in Bangladesh. The report is based on both primary and secondary research.

➢ To collect information what I am seeing in practical in My Internship Program.

➢ To collect information what I did in practical what was done by me for my practical knowledge.

➢ To make a comment over the project we have to understand the whole project.

a) Primary Source:

Primary data was collected from the employees and staffs of investment of Confidence Knitwear Ltd.

b) Secondary Source:

The secondary data has been collected from the various reports and articles, different text book, Annual Report, Journals, websites.

Sample:

Dead office: Confidence Knitwear Ltd, 22/A Mokhali DOHS (1st floor), Dhaka -1000

Chittagong office: Confidence Knitwear Ltd, 87 agrabad C/A (2nd floor) Chittagong.

1.6) Data Collection Method

For the organization, part information has been collected through various reports and articles, different text book, Annual Report, Journals, websites. Magazines Journals, websites and different published articles.

Formal guideline for data collection is used. Information is collected through informal discussions with Director of Human Resource manager.

Data analysis

In the organization part information is provided in a descriptive manner. The second part performance appraisal methods data is presented with statistical analysis with table, charts and graph.

1.7) Limitation Of the study

➢ As this kind of project is completely new for us so I have face some problems.

➢ Lack of scope due to business of person

➢ Lack of instruction book, they are following traditional business.

➢ I may have to suffer for lack of time

➢ Lack of good organized management.

➢ Commanding style is very slow.

➢ I may have to suffer for finding the project related books.

➢ I may find it confusing to compare both the technical and academic part of this project.

Chapter-Two

Overview of the organization

2.1 Overview of Confidence Knitwear

We would like to introduce ourselves as one of the leading, well established and reliable readymade knit factories in Bangladesh is ever since it's emergency. It engaged in manufacturing and export of various kinds of knitted garments. The factory is unique by its special characteristics. To us Buyer's are like kings and we always listen to them until we think like them. We have positive attitude towards any kind of constructive suggestion, advice or guidance, Quality, competitive price, on time and full quantity shipment and buyer's satisfaction is the prime and only concern of the factory. It is well equipped with world class and latest machinery and equipment and is run by highly qualified, skilled, well experienced, dedicated, professional, honest and dynamic management, executive and stuffs. You can simply depend on this factory for any kind of knitted garments.

2.2 HISTORY

Confidence Knitwear is a large business conglomerate in Bangladesh that has ventures in multiple industries. In 2011 Confidence Knitwear lunched with the aim to meet global demand for world class textile manufacturers. With this dream we created a management team of leading textile industry experts with over 20 years of experience in the industry.

Primary Information	
Company Name :	CONFIDENCE KNITWEAR LTD.
BKMEA Membership Number:	1705
Membership Type :	Ordinary Member
Year of Registration :	3/1/2011
Contact Information	
Contact Person Name :	MR. MD. KAFAETH ULLAH
Contact Person Designation :	Managing Director
Addresses	
Factory	DHANUA, NAYANPUR, SREEPUR,
	GAZIPUR
	BANGLADESH
	Telephone : 71716036, 7168215
Factory Information	

Factory Category :	B
Number of Machine :	KNITTING : 12
Production Capacity :	20000 PCS/DAY
Number of Employee (Workers) :	Male: 4035 | Female: 7965 | Total : 12000
Yearly Turnover (In US$) :	0

2.3 Mission:

To become the number 1 Knit apparels company through strategic efficiency, better quality of products and of services.

2.4 Vision:

Confidence Knitwear vision is to become leading sustainable Knitting Company in Bangladesh by producing quality products and observing highest social, economic and environmental standards. Our aim is to deliver the highest quality products and prompt services to our clients. Our objective is to provide good value through a competitive atmosphere of defined systems and processes not compromising on quality.

Our vision is three-fold:

• Lead the Knitting industry in Bangladesh.

• Observe highest social, economic and environmental standards.

2.5 PRODUCTS:

Confidence Knitwear is one of the best knitting industries of Bangladesh and manufactures the best quality garments for clients. Over the years quality products and reputation have created a strong business relation with the world's famous clothing brands like Zara, Walmart, George, Esprit, Puma and many more. By using the latest technology, energy efficient machinery and environment friendly production process to deliver the best quality to clients. Confidence Knitwear produces all kind of Knit Garments like as T-shirt, Polo Shirt, Tank Top, Sweat Jacket, Nightwear, Jogging suit, kids wear, Sleep wear, bathrobe etc.

Woven Garments: Shirt, Flannel/woven Pajama, Trouser, Jacket, Blouse etc.

The product line of Confidence Knitwear in given below:

Confidence Knitwear Ltd. Products

2.6 Hierarchy of Confidence Knitwear:

Confidence knitwear ltd is the fast growing knitting garments factory in Bangladesh. Anyhow an industry is small of large it has a managerial system by which that industry is running. Managerial hierarchy of confidence knitwear ltd is as follows:
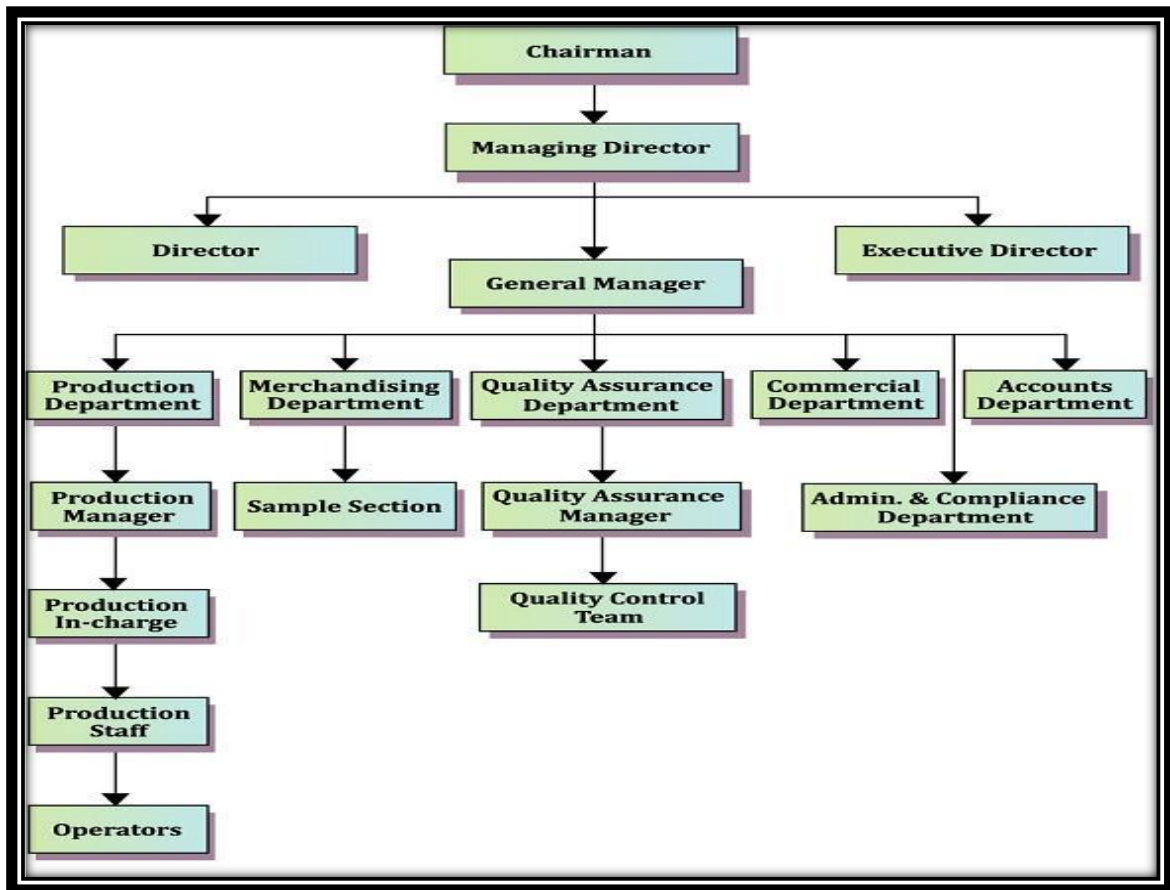
Organ gram of Confidence Knitwear Ltd

2.7 SWOT Analysis

By analyzing the performance appraisal methods of the Organization, we get the following Strength, opportunity, weakness and threat (SOWT).

Strengths:

a) The management of Confidence knitwear ltd is a big strength. The rule of the organization is very strict. There is also good and clean relationship with the manager and employee.

b) Efficient administration

c) Well-furnished.

d) It has well reputation in the market

e) Officers are high educated.

Weaknesses:

a) The place and scope of the organization are conservative. There is not sufficient space that the employees can work freely. The employees cannot even get that much space that they needed

b) Existing manual vouchers

Opportunities:

a) As a Private organization it becomes more reliable.

b) Introducing consumer about its work

c) Growth of sales volume.

Threats:

a) Ruling Government is not conducive in the viewpoint of the organization.

b) Different classic services of the organization.

c) There are many competitions is the market.

d) Political unrest

Chapter-Three

Internship Experience

3.1 PROLOGUE

After the end of the academic study, all our professionals must enter into the world. Before dealing with the real world, the best opportunity to practice corporate culture and use of academic education is to work as an organization's intermediary. I received the privilege of working at Confidence Knitwear Ltd for 12 weeks.

I have experienced that every desk is employed in specific jobs and taking special jobs as well as carrying out jobs while cooperating with the people I have worked with, I appear to learning a lot that would help me not only in my professional life but also my personal life.

I worked at Head Office Mokhali DOHS and the three months of my internship with Confidence Knitwear Ltd was very pleasant. I enjoyed my work and everything, all stuffs; officers of the factory are very friendly and helpful.

As I worked as an intern there, I was assigned at only desk of the HR of company.

3.2 HR Department

I worked 12 weeks in this department. My job was to create and analyze employees file with the corresponding papers (applicant's information, CV, Joining Letter, Letter of employment, experience certificate etc.). I was also responsible for signing Bonds & Undertaking and other necessary papers. I fill up Employees Personal Checklist forms. This form is provides all the necessary information about any employees. I also check employees personal file form. One day I went to factory visit with my sir (Ali Azam Bhuiyan DGM Commercial). I saw their production procedure and visited their compliance. I have learned compliance law of confidence knitwear ltd.

Chapter-Four

HR DEAPARTMENT OF CONFIDENCE KNITWEAR LTD

4.1 HR department of Confidence Knitwear Ltd

Each and every organization is compassed of people. Acquiring their services, developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. Getting and keeping the desirable people is the most important thing for any organization. The HR department of any organization ensures these things. Confidence Knitwear Ltd invests extensively in its human resource development to build its employees & workers capabilities. The goal is to empower staff and create a culture that encourages and rewards staff for their commitment, creativity and teamwork in order to respond rapidly to the ever changing customer needs and the market palace. Human resource department of Confidence Knitwear Ltd is one of the most valued departments with the responsibilities of staffing, training and development, organization development, performance appraisals, rewarding, control and maintenance, etc. with the start of Confidence Knitwear Ltd's operation, the human resource department was not as strong and structured as it is now. The human resource department of Confidence Knitwear Ltd consists of five competent and experienced executives to carry out the whole responsibilities. The human resource department of Confidence Knitwear Ltd stands in its head office at Mohakhali DOHS, under the direct supervision of the top management. The mission statement of HR department is "Employee of choice, they will inculcate high performance culture where we will work with fun and pride". Now the Confidence Knitwear Ltd is trying to apply all sorts of modern HR activities related to their organization in order to achieve its mission.

4.2 The HRM functions of Confidence Knitwear Ltd

HR department of Confidence Knitwear Ltd performs a variety of activities, Such as:
- Recruitment and placement
- Training and development
- Asserting smooth workflow in the organization
- Performance appraisal system
- Supervise the employees
- Offer attracting compensation and benefit packages

- Maintain the daily attendance

- Provider intrinsic benefit

- Review the salary structure

- Review and propose the upcoming Budget

- Perform the administrative activities for smooth functioning

- Create a good working environment

- Implement the disciplinary action and so on

4.3 The structure of HR Department in Confidence Knitwear Ltd

In Confidence Knitwear Ltd enough to have a HR or personnel department, the personal director and his or her staff will pay a key role in the designing and monitoring of human resources systems. Confidence Knitwear Ltd is more likely to help design and implement HR system. A full-time specialist tends to emerge when organization have about one hundred employee.

4.4 Performance appraisal system of Confidence Knitwear Ltd

Performance appraisal system is the tool for measuring the performance of an individual and identifies the gaps and plan future development in order to enable a better performance between the jobs and the incumbent. It is and HR process for driving business outcomes. It is defining in advance what the employees must do as an individual to win in the market place and later on assessing the performance based on the extent to which the organization achieve result. Performance appraisal system is quite structured that it can measure of assess both goal and the management competencies. Goals-key result areas are the specific major objectives to be set at the beginning of the year through consultation with reporting manager or supervisor. These need to be aligned to the objectives of the functions and consequently to overall objectives of the Confidence Knitwear Ltd. A management competency is a skill ability or trait that predicates success to perform a job. The performance appraisal needs to be implemented as per PAS format which will be circulated by HR at the beginning of the year. The Confidence Knitwear Ltd follows both rating and descriptive systems for the performance appraisal. Although the appraisal system is non-participative, the employees are annually assessed be a joint

consultation with their immediate supervisor and departmental head. Rating is mainly done on the following factors-

- Knowledge of work
- Accuracy and reliability
- Speed
- General intelligence
- Sense of responsibility and duty
- Diligence
- Initiative and self confidence
- Readiness to work for and with others
- Indication key job responsibility/targets/ work plan of the employee for the year
- Performance on the job
- Knowledge level
- Behavioral competence level

The definition of rating in performance appraisal is given bellow for reference:

Performance standard

- Excellent (4.5-5.0)
- Very good (3.5-4.5)
- Good (2.5-3.5)
- Average (1.5-2.5)
- Below average (1.0-1.5)

4.5 Appraisal Systems of Confidence Knitwear Ltd

Confidence Knitwear Ltd follow performance appraisal methods which in different from others. The overall activities of Confidence Knitwear Ltd based on basic systems. The performance appraisal methods of Confidence Knitwear Ltd can bellow:

- **Goal setting:** Performance planning or management is designed by the top level management of Confidence Knitwear Ltd. Here performance planning sets the stage for individual career success as well as organizational success. Motivational

technique based on the concept that the practice of setting specific goals enhances performance and that setting different goals results in higher performance than setting easier goals.

- **Performance evaluation:** formal determination of an individual's job related action and their outcomes within a particular a position or setting. Its objectives are to assess the extent to which the individual added wealth to the firm and or its clients and whether his or her achievement was above or below the market or industry norms.

- **Development planning:** a development plan is a document which details the overall strategy of the council for the proper planning and sustainable development of an area and generally consists of a written statement and accompanying maps. The plan usually includes the broad aims of the council for specific topics that is housing, infrastructure, community facilities which are reinforced by more detailed policies and objectives.

- **Descriptive system:** descriptive system is the description of the state of affairs as it exists at present. Here the HR has no coronal over the variables of the organization. He can only report what has been happened and what happening. Descriptive system of research contains only the answer of who, what, when, when and how questions.

4.6 Rating system:

It is a system of classify any organizational behavior according to quality or merit or amount. In any organization it can measure either by continues rating scale or itemized rating scale. But the liked scale of rating is the very popular system from the itemized rating scale.

- **Training:** organized activity aimed at imparting information or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.

- **Rewards:** a rewards program is when a company gives out incentives in order to encourage a particular behavior. This is a marketing strategy that allows

companies to promote brand loyalty, while allowing the consumer to think he is getting something for free.

- **Discipline:** is the required action by a superior who treats the employees as students after the behavior disrupts the ongoing educational activity or breaks a reestablished rule created by the teacher, the school administration or the general society. Discipline, guiding themselves, others people and the world around them.

- **Level of satisfaction:** satisfaction is a positive feel that contains some effectiveness of working conditions. It is measured by the levels where we can know the position of a person's satisfaction and what or how they feel about matter.

4.7 Performance appraisal policy

Performance appraisal process is conducted by the HR division. But they also evaluate performance quarterly by self assessment process of employees at their posts. So the policy is also made by the human resource division to conduct this process smoothly and clearly. There are many facilities and incentives are provided to the employees of the excel freight system and these are considered as the appraisal policy

Chapter-Five

Findings

5.1 Findings

From the survey I have found some tremendous information that help to learn about Confidence Knitwear Ltd. Through my survey I've tried to bring out the present situation, problems and the prospects of these industries.

a) Employees and workers are forcefully performing their duties by higher authorities which are Contaminated Management approach.

b) Management is very rude and often use slang word with employees & workers for that reason many of employees are demotivated and cannot perform well.

c) Salary and other compensation & Benefit package do not provide in due time which affects the employees working condition.

d) At-least three months salary was not paid to some of employees as per management decision because of punishment for not to achieved target production.

e) No promotion has feasible in past three years for some employees.

f) Increment and other financial decision depend on chairman along which affects the growth of the company. Employee cannot work independently.

g) Environment is not as much as friendly.

Chapter-Six

RECOMMENDATION

6.1 Recommendations

As I have gone through all the departments under Human Resource Management. I have come up with some points, which can improve the efficiency as well as the quality of the work. Through the Confidence knitwear ltd was founded as a productive concern, the study reveals that the organization could do much more if it was handled more efficiently

- Through the majority of the Confidence Knitwear employees was agreed that the descriptive systems of Confidence knitwear ltd is attractive and fascinating but there are some disappointed employees regard this system. So careful attention should be continued to retain their satisfaction

- The top level management should provide regular feedback that can rate the performance level , that helps the employees to improve their organizational performance

- Confidence knitwear ltd is already following different types of effective job training programs for its employees and it should follow this procedure as long as possible for enhancing employees job performance

- Through the rating scale method is a very satisfied method by maximum employees, but some of them are thinking that they can save working time and energy if they done half yearly performance rating rather than quarterly

- The employees of Confidence knitwear ltd have a good level of satisfaction about the performance evaluation system and it should be in under development process so that it can compete with other freight forwarding companies in future.

CONCLUSION

A Confidence Knitwear Ltd has been established for a better future of its customers through innovative products and services. It has some problems about good things are followed rules, regulation order and advice of Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA).   Confidence Knitwear Ltd has contains latest technological support for customer satisfaction.

Confidence knitwear ltd has an experienced and high educated managing Director. The other directors are also intelligent, experienced and educated. Their innovative idea will help to create new opportunities for the organization. But their creative ideas could not be implemented if the employees are unprepared. The manager, Officers, staffs must be trained if they have or have not any experience about their activities. However, officers have to follow the rules and regulation very strictly. The performance appraisal function is periodically or yearly monitored. Management always tries to find out the more effective process of performance appraisal.

During three months internship program at almost all desks have been observed more or less. It is not possible to go to depth r each activity because of time limitation and confidentiality. So the objective of this internship has not been fulfilled with complete satisfaction. But the highest effort has been given to achieve the objectives and make the report successfully. And it also helps to introduce us with the corporate atmosphere.

On the basis of evaluation and analyzing performance of Confidence knitwear ltd, I got their overall performance and progress is good. Because the employees give their best effort to improve their performance and the officers are also give them proper guidelines and collect feedback so that they work more efficiently for the success of Confidence knitwear ltd

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