

Report On
360° Performance Appraisal System of Dotlines Bangladesh Limited

By
Toufiqul Islam
Student ID: 18104269

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

BRAC Business School
BRAC University
June || 2021

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Toufiqul Islam

Student ID: 18104269

Supervisor's Full Name & Signature:

Ms. Sohana Wadud Ahmad

Lecturer, BBS

BRAC University

Letter of Transmittal

Ms. Sohana Wadud Ahmad
Lecturer
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Ma'am,

Assalamu Alaikum. It is my immense pleasure to submit my internship report titled “360° Performance Evaluation System of Dotlines Bangladesh Limited” after successfully completing 12 weeks of internship period at Dotlines Bangladesh Limited. This was the last requirement for obtaining our degree and after working at Dotlines Bangladesh Limited for three months as an intern, I really learnt a lot and gained in-hand professional experience which was actually needed to become a HR Professional in future.

I have worked on several projects at Dotlines. Preparing this internship report was a fantastic learning experience for me since it taught me the distinctions between bookish knowledge and practical work. I am really hoping that the report would be systematic objective as well as reliable to you.

Finally, I would like to express my gratitude for all of your valuable assistance and guidance while preparing this report. If you have any questions regarding the entire report, please do not hesitate to contact me. I would be delighted to answer any questions you might have about the report.

Yours sincerely

Toufiqul Islam

Student ID: 18104269

BRAC Business School

BRAC University

1st June, 2021.

Non-Disclosure Agreement

Dotlines Bangladesh Limited and the undersigned student at BRAC University have made and entered into this agreement. It will be in force from January 10th, 2021 until April 10th, 2021. Interns are looking for experience and instruction from the organization, and they may come into contact with sensitive information in the process (as defined below). The agreement's goal is to prevent "Confidential Information" from being revealed without permission.

1. Information that is to be kept private: “Confidential Information” refers to confidential information about the Company's business, such as financial and accounting records, intellectual property, projections, or any other proprietary business information that, if released, could harm the Company's business.

2. Confidentiality: Without the prior written authority of the Company, Intern will not: (a) expose Confidential Information to any third person; (b) make or permit the making of copies or other reproductions of Confidential Information; or (c) make any commercial use of Confidential Information.

3. Return of Confidential Documents: Upon Company's request, Intern shall promptly return all original materials provided by Company, as well as any copies, notes, or other documents in Intern's possession that are related to Confidential Information.

4. Duration: This Agreement, as well as Intern's commitment to keep Confidential Information private, will remain in effect until either (a) Intern receives written notice from Company terminating this Agreement, or (b) Confidential Information provided under this Agreement no longer remains confidential.

5. Notice Period: Both party have to give a notice period of 1 week before they ask to terminate the employee or employee leave the company from the job role.

Student's Full Name & Signature:



Toufiqul Islam

Student ID: 18104269

On- Site Supervisor's Full Name & Signature:

Adnan Rizvi

Head of HR & Admin

Dotlines Bangladesh Limited

Acknowledgement

I would like to express my gratitude to my creator Allah for his immense blessing. This internship report represents the culmination of many people's efforts. I owe to a number of people who assisted as well as guided me in organizing this internship report and for their valuable input, feedback, instructions, and support as well as appropriate guidelines.

First and foremost, I would like to express my gratitude to Ms. Sohana Wadud Ahmad, Lecturer at BRAC University, for her valuable guidance as well as continuous assistance in the preparation of this internship report. Her invaluable guidance has greatly aided me in the preparation of this report. I owe her a big debt of gratitude for all of the help she has given me during my internship.

Moreover, I would like to express my sincere gratitude to Mr. Adnan Rizvi, Head of HR & Admin of Dotlines Bangladesh Limited, who was my organizational supervisor. He made sure that I was treated as a permanent employee rather than an intern. He involved me almost in all sort of HR task so that I can be prepared for challenging job market. I would also like to express my heartfelt gratitude to Mr. M.N.H Towfique, Specialist – Talent Acquisition of Dotlines Bangladesh Limited, for his unwavering support. He guided me immensely throughout my internship period. I am really indebted to him the way he has taught me many things which are really essential for any HR professionals.

I would also like to express my gratitude to Mr. Rassel Howlader (Senior HR Specialist) as well as Mr. Syed Shamsul Haque (Senior HR Specialist) for their assistance in preparing this report. Their invaluable contributions have greatly aided the successful completion of this report.

Executive Summary

The internship report named “360° Performance Appraisal System of Dotlines Bangladesh Limited” mainly focuses on the professional experience I gained as an Intern at Dotlines Bangladesh Limited’s Human Resources Department from January 10, 2021 to April 10, 2021. This study's goals are to investigate and assess the performance evaluation system of Dotlines Bangladesh as well as address the short-comings issues there. This research is based on both primary and secondary data.

There are primarily three chapters in this report. The first chapter of this study is dedicated to the introduction, which includes Information about the students, as well as information about the internships and their outcomes. The second part of the study deals with a strategic analysis/audit, as well as an overall review of the organization and its functional sectors. Final chapter focuses on the research based on performance evaluation method which is used at Dotlines Bangladesh Limited. The success of a company is directly proportional to the success of its employees. Highly skilled and trained people help organizations achieve greater levels of performance and results. Employees’ performance evaluation has a significant impact on employees’ future performance. If employees’ feel that their dedication effort are not being recognized at the company, they work for they might think about switching the company. Thus, company might lose the potential employee due to lack of proper evaluation method.

The study's primary conclusions include that Dotlines Bangladesh’s 360° Performance Appraisal System is really motivating the employees to some extent. Moreover, Self-awareness is increased, behaviors are clarified, performance is improved, accountability is increased, personal development is encouraged as well as working relationships are improved due to effective accomplishment of 360° Performance Appraisal System.

The study makes the following recommendations: promotion policy need to be make more employee friendly, instead of focusing on creating news business ventures, Dotlines should place a greater emphasis on employee benefits, by failing to build healthy relationships, Dotlines loses some of their most important and potential employees. As a result, they should place a greater emphasis on developing long-term relationships with their employees.

Keywords:

- HR
- Employee Engagement
- Talent Acquisition
- HR Operations
- Payroll
- 360° Performance Appraisal
- HRIS Software
- Employee Engagement
- Onboarding new employees
- Interdepartmental communication
- HR Outsourcing
- Motivation
- Herzberg's Two Factor Theory
- Maslow's Hierarchy of Needs

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Chapter 1: Overview of Internship

1.1 Student Information:

Name: Toufiqul Islam

Student ID: 18104269

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Finance, Banking and Insurance & Human Resource Management (HRM).

1.2 Internship Information:**1.2.1 Period, Company Name, Department/Division, Address**

Internship Period: 12 Weeks; Started on 10th January, 2021. Ended on 10th April, 2021.

Company Name: Dotlines Bangladesh Limited

Department/Division: HR

Address: Uday Tower, Level 12 57 & 57/A, Gulshan Avenen, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information: Name and Position

Supervisor: Adnan Rizvi

Head of HR & Admin

Dotlines Bangladesh Limited

Phone Number: 01730372907.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Though I was working at Dollines as an Intern, my supervisor and other senior colleagues from my department hardly treated me as an Intern. They made sure that I actively participate almost in all sort of HR activities. Therefore, it is quite difficult to narrate a fixed JD or duties & responsibilities. Still some major works that I had to throughout this 12 week at Dotlines are mentioned below:

- **Talent Acquisition:** I have recruited more than 200 employees during this short span of 3 months. I have experience of hiring both white collar as well as blue collar employee. I hired white collar employee when I was in group HR of Dotlines. After

sometimes, I was transferred to eCourier Limited's HR department since my performance was really good and at that time eCourier was in badly need of blue collar employee. I started hiring blue collar employee there.

- **Employee File Management:** Despite being lockdown in the previous year due to COVID-19 pandemic, recruitment process was still going on full swing since Dotlines is a group of company. But since almost everyone was doing home office/work-from-home (WFH), employees who newly joined their file was not ready properly. Then after joining there, my first task was to organize almost 140 employee's file. Moreover, whenever new employee joined after my joining I was solely responsible for making their employee file by following "Document Check List".
- **CV Sourcing:** I was given access to our company's Bdjobs employers account. I had to source CV for different department. For example- Retail Sales, SMB, Corporate Sales, Finance & Accounts, Business Development etc. In later part of my internship tenure, I was shifted to eCourier which is a sister concern of Dotlines. In eCourier, I had to source CVs for Area Sales Manager, Partnership Develop Manager, Merchandising Executive, Fulfillment Executive, Fulfillment Associate, Delivery Agent (Cycle & Bike). In short, I had the experience of hiring both white collar as well as blue collar employee. Approximately 25+ employees were hired through my sourced CV from Bdjobs. LinkedIn, Kormo (for blue collar employee) etc. platform.
- **Different Phase of Recruitment:** Only CV sourcing is not enough for successfully recruiting potential employee. After sourcing CV, I had to make call to them and make them understand about the job role as well as I had to convince them to attend the interview session cause people usually don't want to switch job unless they see the opportunity of a lucrative offer. Once I was able to make a pool of candidates at least around 5 to 7 people then I would arrange an interview session. I took part only in one interview session for the post of business development. Apart from that, I had to only coordinated the whole interview process from making follow-up phone call, greeting them at the office when they arrive, offering them coffee etc.
- **HRIS Software:** Dotlines recently introduced newly developed HRIS portal for its employees. I along with another intern on boarded around 300 employees in this portal.
- **Bank Account Opening:** All the employees of Dotlines get their salary in their bank account. Standard Chartered Bank (SCB) is our bank partner. Representative from SCB

comes at the very first day of each month and then newly joined employee have to open bank account in SCB and I make sure all the process happens smoothly.

- **Distributing ID card to new employees:** I was responsible for communicating with vendor and collecting those ID card of newly joined employee on time.
- **Onboarding:** In every month's first working day, we usually onboard our employees. But, employee sometimes also join in middle of the month. However, we arrange a daylong onboarding session for the new employee so that they can know about company and understand our core values properly. In onboarding program, I used to give presentation about "Code of Conduct" part. Moreover, I was responsible for making all the other arrangements for successfully completing the program.
- **Onboarding Slides:** I solely had to prepare the onboarding slides fully with updated information and data. I made the slide more colorful and appealing looking.



Figure 1: Onboarding Slides

- **Training & Development Content:** I prepared two training and development content for one of our brand named "Sohoj". Through Sohoj migrant living in Malaysia can easily send remittance to their family in Bangladesh.

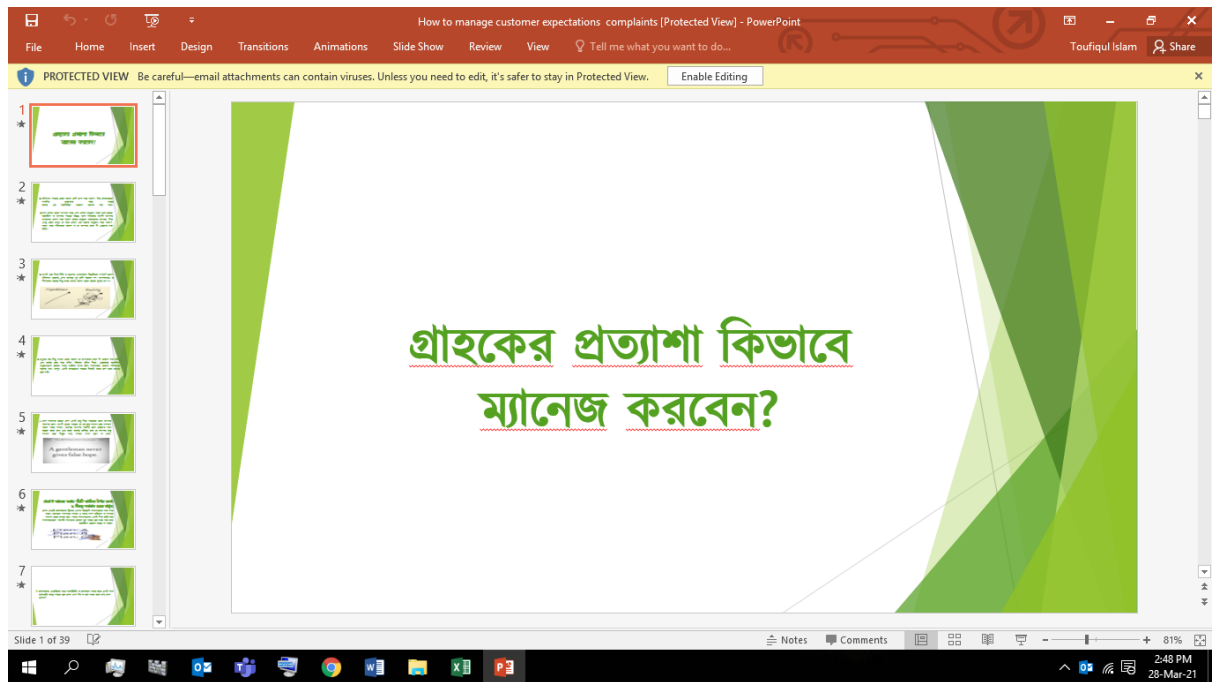


Figure 2: Training module for the employee of Sohoj

- **Employee Engagement:** I along with another intern have successfully arranged two employee engagement program so far. One was Falgun celebration and another one was Women's day celebration. Everything of this two proram was done by me and another intern under the supervision of M.N.H Towfique, Specialist – HR.
- **Reference Check:** It is a very important from HR perspective that we investigate about that employee through reference check. Sometimes candidate uses fake references. That's why it is important to conduct reference check. I used to mail those personnel whose name was given as reference in the candidate's CV and send them a questionnaire. They have to just fill it up and send it again back to me. If everything was right, then I had to print that reference checking for and keep it in the employees' file.
- **Creating JD:** I had to prepare Job Description for various positions based on the input given by the line manager in the RRF (Recruitment Requisition Form). I was shifted to eCourier in later part of my internship. I made JD in eCourier as well.



CAREER OPPORTUNITY

@dotlines

who we are

15 Years Of Experience	10 Country Footprints	12 Business Domains	800+ Employees	2 Development Centers	7+ Million Customers
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We are looking for **Executive, Business Development**

KEY RESPONSIBILITIES

- ❑ Research and identify new market opportunities.
- ❑ Prepare and deliver appropriate presentations on products and services.
- ❑ Maintain fruitful relationship with existing customer and address their needs effectively.
- ❑ Create frequent reviews and reports with sales and financial data.
- ❑ Achieve sales and revenue target to drive the total revenue growth.

QUALIFICATIONS

Fresh graduates from any discipline.

Send your CV to
career@dotlines.com.bd
by mentioning
"Executive-Business Development"
in subject line
Deadline : **February 28, 2021**

JOB REQUIREMENTS

- ❑ Smart and presentable
- ❑ Strong communication Skill
- ❑ Target driven & Self motivated
- ❑ Team player & able to work independently as well







www.dotlines.com.bd

Figure 3: Job Description of Dotlines

eCourier

we move emotions

4.5+ million
Parcels Delivered

64
Districts Coverage

1,000+
Delivery Agents

25,000+
Registered Merchants

CAREER OPPORTUNITY

We are looking for
Executive – Business Development

Your KEY RESPONSIBILITIES will include:

- ☐ Developing a solid and trusting relationship between major key merchants and company
- ☐ Resolving key merchant issues and complaints through customer service team
- ☐ Expanding business through bringing the new merchants
- ☐ Anticipating key account changes and improvements
- ☐ Managing account team assigned to each merchant
- ☐ Strategic planning to improve merchant results
- ☐ Competitive market analysis.

QUALIFICATIONS you should have:

- ☐ Minimum Bachelor degree
- ☐ 1-2 years' experience preferable
- ☐ Need to have well understanding about E-commerce business
- ☐ Ability to multitask and work efficiently under pressure

BENEFITS you will be offered:

An attractive compensation package will be offered to potential candidates.

please make sure you meet all the requirements that we are looking for.

If you are interested to take this challenge,

Send your CV to
career@ecourier.com.bd
by mentioning "Executive – Business Development" in subject line before **March 30, 2021.**

www.ecourier.com.bd

a dotlines initiative

Figure 4: Job Description of eCourier



নিয়োগ বিজ্ঞপ্তি পদ – ডেলিভারি এম্বাসেডর

দায়িত্বসমূহ

- ☐ প্রোডাক্ট ব্রাঞ্চ থেকে নির্দিষ্ট জায়গায় কাস্টমারের নিকট ডেলিভারি দেওয়া।
- ☐ বিভিন্ন ঠিকানা থেকে প্রোডাক্ট সংগ্রহ করে অফিসে নিয়ে আসা।
- ☐ কাজশেষে ম্যানেজারকে হিসাব বুঝিয়ে দেওয়া।

যোগ্যতা

- ☐ নূন্যতম এসএসসি পাশ।
- ☐ সাইকেল থাকতে হবে।
- ☐ স্মার্টফোন থাকতে হবে।
- ☐ বয়স ১৮ বছরের বেশি হতে হবে।

কাজের স্থানঃ ঢাকা।

কাজের সময়ঃ সকাল ৮টা থেকে সন্ধ্যা ৬টা।

বেতনঃ টাকা ১০,০০০ থেকে টাকা ১৪,০০০।

আগ্রহীরা কল করুন এই নাম্বারেঃ ০১৪০৪৪৬০১১১

অথবা

সাবজেক্ট লাইনে Delivery Ambassador উল্লেখ

করে career@ecourier.com.bd

মেইলে CV ইমেইল করতে পারেন।

www.ecourier.com.bd

a dotlines initiative

Figure 5: Job Description of eCourier (ii)

1.3 Internship Outcomes

1.3.1 My contribution to the company

Internships are very crucial for preparing for work so that there is no confusion or anxiety when entering the real workforce later. When doing an internship, especially in corporate sector, we are not only expected to work as instructed, but we are also expected to follow the unwritten rules or norms that almost every company expects of us. I believe I have been able to made significant contribution to the company in the following mentioned manner:

- **Visibility has been increased undoubtedly:** I have made visible Dotlines in every manner throughout my university BUP, NSU, EWU etc. My every job posts in “Vacancy Announcement BD” group has been highlighted so much. Even my supervisor once said to me in front of everyone that a buzz has been created this time. We never received so much CVs from NSU, BUP, BRACU for various positions. Many people know about the company than before.
- **Productivity has been increased as well:** Interns are no longer in charge of the morning coffee run and menial tasks that no one else chose to do. Just 8% of intern duties included clerical or non-essential job roles, according to a recent NACE study, with the remaining 92 percent spent on higher-level tasks like data processing, logistics and problem solving. Due to my assistance with different project such as recruiting, employee engagement, HRIS software productivity has been increased of other colleagues of mine of HR department. I have recruited around 200+ employees during this short span. No interns at Dotlines have done so far ever. This was highly appreciated by the higher management that as an intern I did an excellent job.
- **Perspective enhancement:** Interns add more than just an extra pair of hands to the table. New people bring new experiences, as well as specialized skills and skill sets, to today's modular teams of 5 to 15 workers, which can disrupt the status quo. I have prepared draft of various Facebook post regarding our employee as well as I hav drafted mail body of various important mails. Those were highly praised by my supervisor.
- **Advantage of Low-Cost Labor:** As far as labor-cost is concerned, Interns are a low-cost option. Even in 2021, the average monthly remuneration for interns is BDT 5000 which is very lower than the national average of BDT 20000 for all other full-time workers at entry level. This is a savings of more than 75%. Moreover, company is not obligated to pay unemployment or a severance package to interns. Though I performed like a full time

employee of entry level yet I was paid like intern since I was an intern end of the day. Therefore, it can be said that company has benefited financially to some extent.

- **Enhance the working environment as a whole:** Employees have a lighter workload, more time for innovative or advanced tasks, and the ability to develop faith and leadership skills by leading others with interns on board. Moreover, I had a lot of passion, inspiration, and positive energy. This work ethic and positivity would quickly rub off on others, enhancing the company's overall culture.
- **Encourage existing employees to take on more leadership positions:** Employee usually learns important leadership experience when they tutor and supervise interns. This can be ideal experience for someone who aspires to be a manager in the future. In certain cases, supervising interns is less difficult than supervising long-term workers. M.N.H Towfique, Specialist – HR was continuously supervising me. Definitely, he is a very good leader and I am sure his leadership skill has increased too by guiding me and another intern.

1.3.2 Benefits to the Student

I was highly benefitted from this internship opportunity to work at Dotlines Bangladesh Limited. The in-depth knowledge I have received from various person, not only my HR related knowledge but also I have learnt so many things which will pave the way to become a better version of myself. Some key benefits that I have experienced are highlighted below:

- **Real life job experience:** I have gained in-hand job experience which was really essential before entering into challenging job market. Before this internship I had only bookish knowledge and very few knowledge about how to implement this bookish knowledge into practical work. This internship was a great way to bridge the gap. I gained valuable insight into how an organization's HR department works, engage in meetings, and complete assigned tasks in a real-world environment.
- **Access to a wide range of activities and departments:** I was allowed to work with Enterprise Solution department as well as supply chain department for various activities. This enhanced my communication skills and helped me to become a better team player.
- **Mentorship:** The most beneficial mentor relationships always begin with a personal link that benefits both the mentor and the mentee. By working at Dotlines as an intern has provided me with the opportunity to meet a potential mentor like M.N.H Towfique

in a natural setting. He has taught me so many things which will assist me in determining my career path. Moreover, I had the opportunity to express my personality when seeking advice and feedback, as well as to show difference and respect. Even if I end up working elsewhere full-time, this internship opportunity at Dotlines has built a situation where our relationship grows organically with this organization.

- **Professional Network:** Meeting someone in anyone's profession who can suggest one for open positions is typically the most effective way to find a job. Internships are a great way to broaden the professional network. I have created professional contacts which will encounter may be the most important link to my future employment prospects. Before joining Dotlines my LinkedIn connection was around 20+. But now it is around 150 and I have been able to connect with some renowned HR professionals who might become handy for my future employment.
- **Resume:** I have actually gained a lot of experience by working here. Hence, I feel that my resume has become strong by adding the working experience of Dotlines. Now-a-days, it is very rare that a company gives job to fresher in our country. Even in executive level post, most of the company ask for 1-2 years of experience. That's why I believe that from this internship I have gained working experience which will be highly beneficial for me.
- **Opportunity of getting a permanent job:** Though it is not officially confirmed that whether I will be hired for full time job or not, but there is possibility that I might be hired for permanent position. Many interns have selected for permanent role here based on their performance during the internship tenure. I believe that I gave my 100% during my internship period. Therefore, it will become a b=huge benefit to me if I get hured by the company for full-time job.
- **My self-confidence has improved:** The move from university to full-time jobs can be thrilling, challenging, optimistic, and ambitious all at the same time. An internship is a perfect way to fill some downtime with the job I want to do in the long run. I was very confused and afraid to be honest thinking about work life. I used to think like that whether I will be able to perform my duties or not in the job. But this internship eased some of the burden of seeking a permanent job quickly and assisted me in putting the skills and information I have been gaining into practice.

- **Compensation & other benefits:** From the context of country's job field, we can see that industry average remuneration for the post of intern is only 5000 BDT. Moreover, no lunch facility is provided. Even if lunch was provided it is not fully subsidized. But here in Dotlines, they provided BDT 8000 as remuneration. Moreover, lunch and snacks were fully subsidized. Though internship is not about money, rather it is about learning as well as getting used to with working environment. But yet according to the Herzberg's Two Factor theory, motivation is really needed for performing a work effectively and efficiently. Remuneration is definitely a motivating factor; doesn't matter how small the amount is.
- **Opportunity to learn in a beautiful work environment:** The main purpose of internship was to learn the practical implementation of our bookish knowledge. And I can proudly say that I have learnt a lot by working here. The working environment was also top quality. Very few offices in our country have such an amazing working environment.

1.3.3 Problems/Difficulties

Every good thing comes with some sort of problem. It is inevitable. I also faced some sort of problem during my internship. Before joining here, I have heard about many common internship problems from my seniors who have done internship in various organizations like not having enough work to do, too much work pressure, not having helpful supervisor, unhealthy competition with other interns, inadequate compensation, assignment of trivial tasks, time-management issue, work that goes unnoticed etc.

By the grace of Allah, I didn't have to face any such major issue. Yeah sometimes I felt little discomfort to adopt with new lifestyle. Before joining here, I hardly had to look at the laptop more than 1-2 hours. But now I had to work 8-9 hours at a stretch looking at the laptop sitting in the chair. I felt some sort of discomfort initially in this new lifestyle that working from 9 to 6. But gradually I got used to with it. This was the only problem I faced during my entire internship tenure. Apart from that I had not faced any sort of problem or difficulties while working here. Overall it was a great working experience. But work pressure was extremely high since it is an emerging company; Hence it is quite normal to have high work pressure. But as an intern I must say that work pressure was high.

1.3.4 Recommendations (for and suggestions to the company on future internships)

Though it was really a nice overall experience by working at Dotlines as intern, still I believe there are some room for improvement. Some of them are recommended below:

- **Career Website/Career Page in Social Media:** Dotlines is one of the fastest growing MNC of our country. It provides top notch facilities to its employees as well as its interns. But still people don't know about it in a significant manner. One of the main reason for that I believe is lack of engagement or publicity to mass people. Since I worked in group HR, I have seen very closely that hardly there is any month where we don't hire around 10-20 employee. Therefore, we can easily open up a career page in Facebook as well as in LinkedIn. It name could be
 - **Dotlines Career**
 - **Dotlines HR**

By opening up a career page will not only allow us to reach to mass level but also we can get potential candidates from there.

- **Highlighting Interns:** Dotlines can highlight its interns in their main social media page or through their career page. By doing this, people can know that students from top quality universities are choosing Dotlines for doing their internship hence Dotlines is going to be next big thing of our country. By doing so, we can create visibility of our company in that intern's university. Gradually Dotlines will be renowned to all the top quality university students. **Some example are given below:**



Figure 6: Internship branding of Nestle

INTERN

Sadia Afrose
NSU

“ Working at ShopUp has helped me increase my practical knowledge and has let me have a firsthand experience of the inside and outside of a company's HR sector. I believe that the experience and knowledge I have gained from this internship will play a very important role in my career growth. ”

To learn more and apply, Please visit
[ShopUp LinkedIn page](#)



Figure 7: Internship branding of ShopUp

Chapter 2: Organization Part: Overview, Operations and a Strategic Audit

2.1 Introduction

Millions of years of evolution, endeavors, and aspirations have resulted in the creation of a stunning canvas known as The Earth. It's a lovely place to live, with even more lovely dreams to latch on to that keep us going. As we continue traveling, we notice stories of conquest all around us, stories that form today, shape tomorrow, and shape the future. Dotlines aspires to be a part of millions of such stories, providing small and large victories to those in our community - individuals, families, and businesses. Dotlines is a multi-country, multi-nationality group of believers and doers who make or take a piece of technology and see how it can open doors, solve problems, and change lives for the better. There are several areas to investigate and have an impact on people's life. Dotlines has picked a few, and will continue to do so in the days ahead. Dotlines aims to connect dots of human abilities and inner impulses all over the world through lines of collaboration and partnership, in order to have a constant impact on millions of people and long-lasting improvements.

Dotlines Bangladesh Limited believes that with the help of powerful technology, it can have a positive impact on people's lives and change them for the better. The organization, which is headquartered in Singapore and operates in Asia, the Middle East, and the Americas, has a wide range of interests in areas where substantial contributions can be made to improve people's lives. Dotlines has current investments in 22 business verticals, all of which are based on technology. With 1100+ people from 10 different nationalities spread over 12 countries, the group instills diversity in its deep insights and practical solutions. Dotlines is rising as the new-age technological solution provider, touching the lives of over 8 million people not only in Asia but around the world. Dotlines, established in Singapore, has been serving millions of people across the globe with its 22 business verticals for the past 17 years, with the uncompromising goal of shattering digital barriers.

2.1.1 Objectives

- To gain knowledge about Dotlines Bangladesh's present operations and business processes.
- To know about Dotlines Bangladesh's internal processes and organizational structure.
- To conduct research of the Bangladeshi IT industry as a whole.
- To figure out what problem they're having right now and what solutions they might have.

- To gain insight into Dotlines Bangladesh Limited's stakeholder relationship management.
- To research the market potential of Dotlines Bangladesh and compare it to its competitors.
- To learn about the Dotlines Bangladesh's functional areas in a sound and systemic manner.

2.1.2 Methodology

This report was written based on the knowledge and experience I gained throughout the internship. I gathered data from two sources because I worked in a specific department.

Sources of information: Two segments were used to acquire data sources.

1. Primary Sources:

- Interviews with the assistant manager of administration and HR-in-charge.
- Personal work experience.
- Discussion with employees from several departments.

2. Secondary Sources:

- HR Division's job descriptions for each of the company's employees.
- Performance appraisal format and a performance appraisal guideline provided by HR Department.
- Both Dotlines Bangladesh and Dotlines Singapore have websites as well as LinkedIn profile.
- Publication of many libraries and internet sites.
- Dotlines Bangladesh has a number of internship reports available in internet which were used.
- Dotlines' Company Profile.

2.1.3 Scope

The scopes of the report are as follows:

- Information was gathered from company's websites, research papers, study materials, and the Ogilvy & Mather global internal Crowdbase network- a social network and knowledge exchange platform.

- However, the report's geographical coverage is limited to the Bangladesh market.
- This study was compiled after thorough consultation with corporate employees.

2.1.4 Limitation

- Personal employment restrictions.
- Human resource management techniques were lacking, and the human resources department was unwilling to submit information due to the difficulty in acquiring sensitive data and information.
- Some historical statistics data was not available.
- Due to COVID-19 pandemic, we were doing Work From Home (WFH). Hence, many important data which were in the office I couldn't access of those data.
- The information obtained from a secondary source was insufficient to complete the report.
- Some information is extremely private. As a result, I am unable to discuss those issues due to business policy.

2.1.5 Significance

This study is really significant. Through completing this report, I have been able to serve multiple purposes. Those are mentioned below:

- Internship report has enhanced my talents in written communication.
- This study has been used to keep track of the internship experience.
- It has allowed me to reflect on the professional parts of the internship experience and the skills I have gained, as well as describe the science content of the internship.

2.2 Overview of the company

Dotlines is that "spark" of creativity that is both unique and appropriate. Dotlines' activities always have a human aim and, as a result, a human face. Dotlines strives to bring capitals and people together through its presence. It started its journey as SSD-TECH back in 2004 as a technology service provider company. Systems Solutions & Development Technologies Limited (SSD-TECH) is a well-known software development firm in

Bangladesh and other parts of the world. It has demonstrated its expertise by delivering solutions and services to large and small businesses, banking and non-banking financial institutions, and telecom operators since its inception in 2004. Since its establishment in 2004, it has proved its expertise by providing solutions and services to large and small businesses, banks as well as non-banking financial institutions, and telecom carriers.

After a few years of successful operation within the country, SSD-Tech expands its operations into the global sphere horizon in 2007 by establishing its Asia Pacific Regional subsidiary in Malaysia. In Malaysia, SSD-Tech was given the prestigious MSC title. To better serve European consumers, SSD-Tech established a new operation in the United Kingdom.

Later on, they initiated many business verticals. Their journey is shown below:

We travelled miles to get closer to our purpose

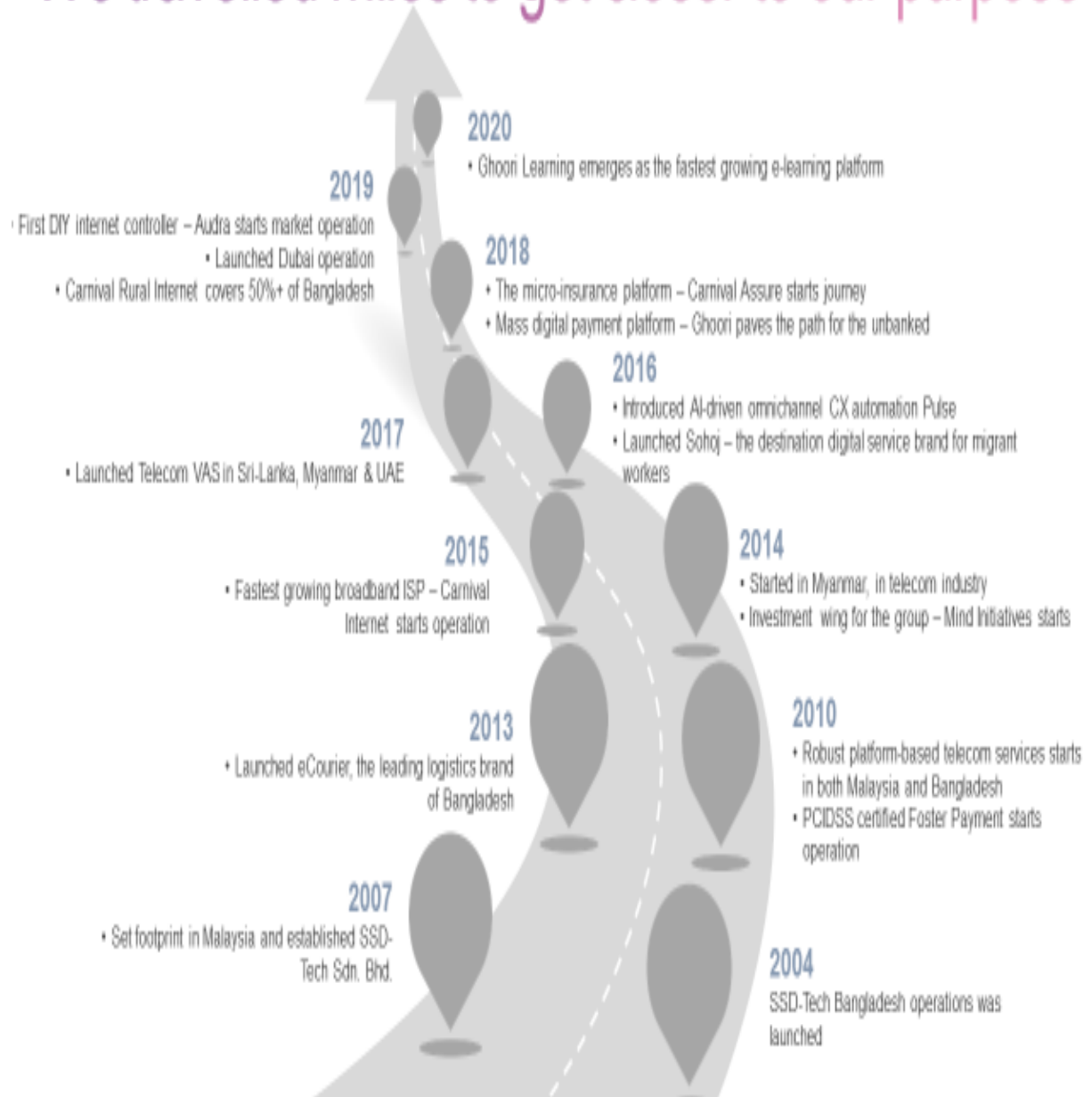


Figure 8: Dotlines Journey

Right now Dotlines is operating in 12 countries. Their global presence are shown below:

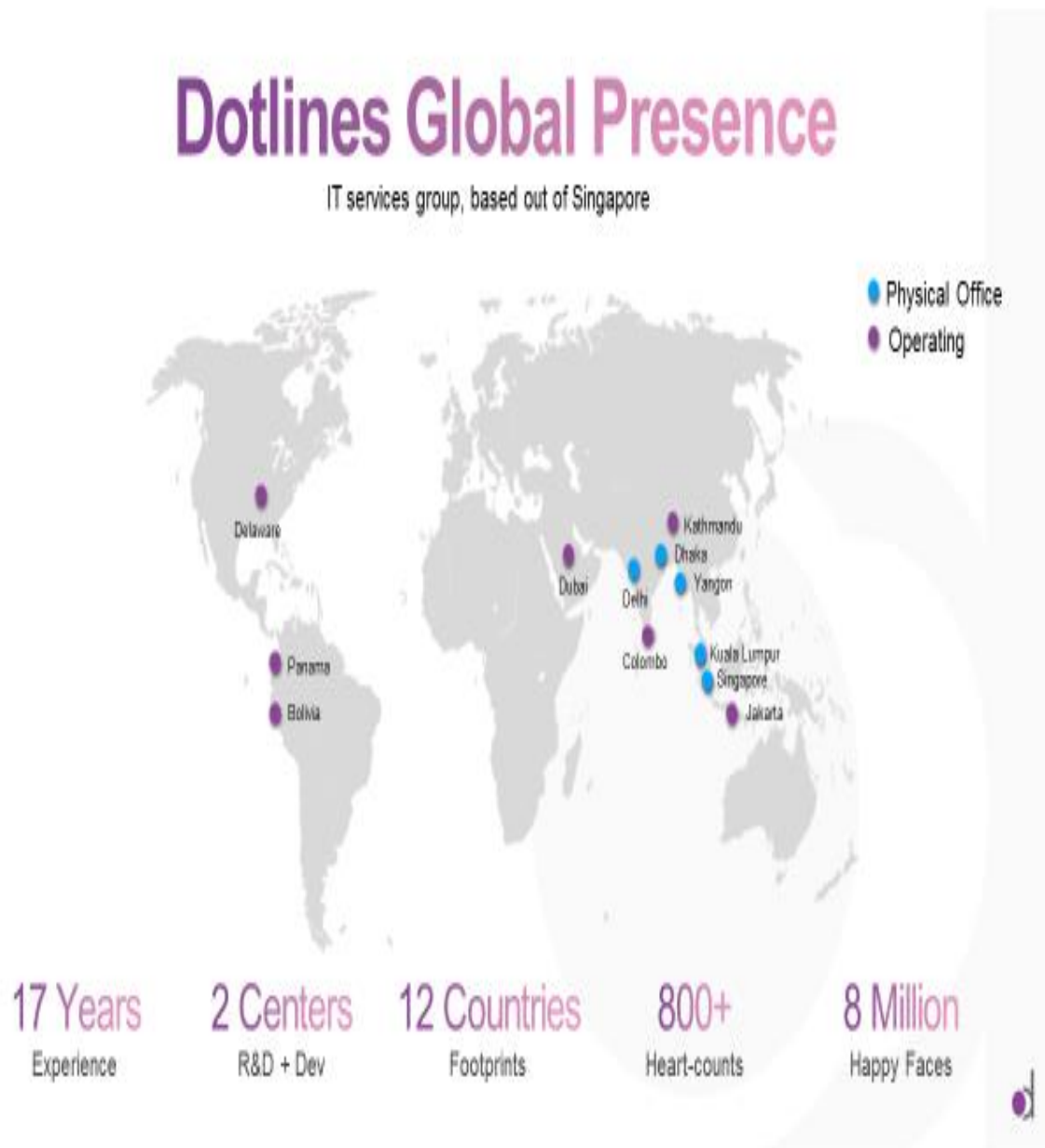


Figure 9: Dotlines Global Presence

It has 1100+ employees from various nationalities.



Figure 10: HR of Dotlines

Dotlines' main business verticals at present is 22 which are show below:

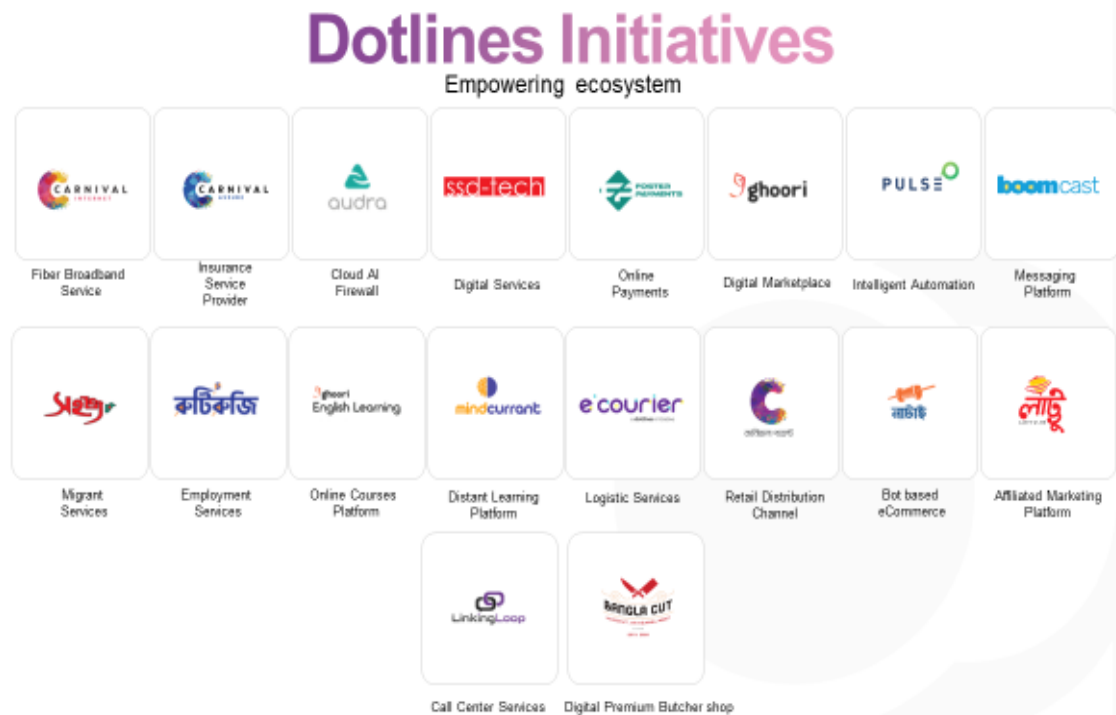


Figure 11: Dotlines Initiative

Short details about Dotlines' various business verticals are given below:



- i) **SSD-TECH:** It is basically the first company of Dotlines Bangladesh. Over two decades, we've provided telecommunication operations with entertainment solutions. SSD-Tech is a well-known name in the markets it serves thanks to superior technology insights and solid platform capabilities. Since all company of Dotlines is basically tech based hence SSD- TECH create and provide all sort of tech support to all other business vertical of Dotlines.



- ii) **Carnival Internet:** It is a renowned nationwide ISP. Right now it is operating in 45+ district. Fiber broadband and SI services are disrupting the market and creating new ground in fiber-to-the-home internet services. Carnival Internet has evolved as a platform for living with passion, thanks to its unique collection of customer data and service differentiations. Current user of Carnival internet in full country is 100000+.



- iii) **Carnival Assure:** It is Bangladesh's very first insure-tech company. A rising star in the insurance-tech world. Carnival Assure is fast altering how insurance is

consumed by both individual customers and institutions by combining the domain strengths of known and trusted insurance firms with the power of simplified, on-the-go, micro-payment based safety net choices.



- iv) **Carnival Point:** It is basically a HUB where all sort of Dotlines products as well as service can be found all over the country. Carnival Point is a multiple business integration that allows a store to do business and earn income with "almost no additional expenditure." It's a retail distribution network of retail channels via which retailers can offer "digital and physical" goods. For “offline to online” systems, there must be a perfect blend.



- v) **Sohoj:** It is a remittance sending platform. Sohoj enables the migrant population to stay connected at all times, send top-ups, purchase goods and services for themselves and their relatives back home, and conduct secure transactions. Using OSS to improve the lives of NRBs by allowing them to buy goods and services for themselves and their families back home, as well as entertainment and insurance.



- vi) **Lattu:** Lattu is a low-cost, long-term source of income for job searchers who do not want to start their own business. It allows an individual to work from home and select how much money he or she may make. It is Bangladesh's very first Bangladesh's first tech-enabled affiliate marketing platform.



- vii) **Foster Payment:** It's a payment gateway. Foster Payments is a secure, authorized online payment gateway that enables end-customers of online enterprises and E-Commerce merchants to conduct secure transactions using their card, mobile wallet, or bank account.



- viii) **eCourier:** A leading logistics company of our country. Bangladesh's most trusted on-demand last-mile logistics network, eCourier, provides tech-enabled one-stop delivery solutions. The tech-enabled solutions from eCourier provide customized logistics services spanning from products pickup and storage to transportation and door-to-door delivery.



- ix) **Audra:** Through your HomeShield and BizSecure subscriptions, Audra provides its user with on-demand management and easy customization for the online

behavior of the devices linked to your network. Audra guards against unwelcome internet encounters and online threats. Currently, Singapore, Indonesia, Malaysia, and Bangladesh are served.



- x) **BoomCast:** It's a platform for bulk-sms sending. Boomcast offers consumer engagement, awareness, transactional, push notification, and other mobile messaging solutions.



- xi) **Ghoori Learning BBC Janala:** It is an online learning platform that encourages self-improvement through digital education. Ghoori Learning currently serves 600,000 people with special skill and knowledge-based courses created by industry specialists in order to improve their life through online education.



- xii) **BanglaCut:** It provides premium artisanal hand cut meat for exclusive customers. Morning Fresh & Non Frozen Artisanal Hand Cut Meat is delivered through eCourier.

2.2.1 Vision

Dotlines' vision is to create a technology-enabled ecosystem of connected organizations in which members can engage in respectful, pleasant, stimulating, and rewarding relationships that foster innovation and collective value generation.

2.2.2 Mission

Their objective or mission is to provide the greatest possible customer experience to their clients by focusing on efficiency, innovation and teamwork.

2.2.3 Core Values

Dotlines Bangladesh's CEO Mr. Hasan Mehedi has developed this core values. According to him, if any employee doesn't have these values within himself/herself then he/she don't deserve to be an employee Dotlines.



Figure 12: Dotlines Core Values

2.3 Management Practices

Successful managers employ a number of common good management techniques. A good manager or top management plays a critical role in fostering a healthy and productive work environment. Their management and demeanor can turn the team into a highly productive unit and boost morale among direct reports. First of all, let's take a look into Dotlines top management structure.

Board of Directors

 <p>Mahbubul Matin President</p> <p>The founder and the innovation guru at Dotlines Economist and investment banker by experience 20 years in hands-on entrepreneurship</p>	 <p>With 15+ years in defense forces and 13+ years in leading roles at Telecom industry, Zaman leads the global operations of Dotlines with focus on driving revenue</p> <p>Zaman Bahadur Khan Executive Director</p>	 <p>With 18+ years in the financial sector, Rasthi is the finance-partner at Dotlines He looks after group-wide policies, operations and corporate affairs</p> <p>Mohiuddin Rasthi Morshed Executive Director</p>	 <p>17+ years of B2C and B2B management expertise Driving group's businesses around intelligent automation, internet security and transformational new initiatives</p> <p>Hasan Mehdi Executive Director</p>	 <p>15+ years in leading B2B ISP and SI One of the few experienced professionals of data business Sharful leads group-wide strategies and growth drives</p> <p>Sharful Alam Chief Strategy Officer</p>
	 <p>The genius behind the array of pioneering solutions of Dotlines, Effekhar brings along 15+ years of IP networking, core development and IoT solutions know-how</p> <p>Effekhar Uddin Chowdhury Chief Technical Officer</p>	 <p>The sales genius behind our international operations Tareq brings in 12 years of channel sales experience in leadership roles from Nokia, Unilever and Microsoft.</p> <p>Tareq Moin Udden Chief Commercial Officer</p>	 <p>The young genius who works wonders with numbers Sazzad's career spanned with the growth of Dotlines internationally in financial management capacities</p> <p>Monsurul Hoq Sazzad Chief Financial Officer</p>	 <p>15+ years of solid business development expertise around customer development, trade investments, sales operation and brand development Wali passionately builds on new initiatives of Dotlines</p> <p>Wali Islam Chief GTM Officer</p>
	 <p>38+ years in global technology business development, sales and management Jatinder looks after business scalability and growth enablement of the group</p> <p>Jatinder Ahuja Chief Growth Officer</p>	 <p>20+ years of experience in telecom and advertising Dipankar leads group-wide digital business development and partnership managements</p> <p>Dipankar Ghoshal Director, Digital Business</p>	 <p>Experienced C-level and start-up entrepreneur with a demonstrated history of working in the mobile, marketing and advertising industry on 5 continents over 30+ years span.</p> <p>Ola J Lind Director, Business Development</p>	



Notable management practices from this board of directors are mentioned below:

- **Communication:** It's all about communicating with your employees and clients in management. When it comes to successful management, effective communication is a must. A set of best practices for clear and effective communication from/to the staff and clients has been defined by top management of Dotlines.
- **Effectiveness:** Dotlines Bangladesh top management believes that efficiency is what determines whether an action is successful or not. As a result, they work tirelessly to improve efficiency in all of our endeavors.
- **Exercising Leadership:** In a corporate setting, respect is something top management should acquire. The greatest way to do this is to lead by example. Dotlines' chairman Mr Matin Mahabul sir has successfully defined and follows best practices for leadership by example, and make sure his subordinates do the same.
- **Excellence:** Top management at Dotlines strives for excellence by encouraging professional, organizational and personal development. They assess and evaluate current performance, identify areas for improvement, and attempt to close the gap

between existing and desired outcomes. They want to be able to clearly state their goal, assess our current performance honestly, and build a capacity for change as part of a determined pursuit of excellence.

- **Collaboration/ working in a team:** All of Dotlines employees are part of a cohesive team dedicated to achieving the organization's objectives under any condition. Dotlines' top management encourages individuals to show their individuality while working in teams to achieve resource optimization and efficiency. This encourages increased creativity and idea sharing.
- **Client Benefits:** Customers/Stakeholders are the most important thing to Dotlines Bangladesh Limited and they are treated with honesty and devotion. Top management of Dotlines always uphold the highest possible standards as well as provide products and services which are valuable to its customers. If any problem emerges, they prefer to establish good communication with customers as soon as possible about the problem and take steps to promptly remedy it.
- **Management Style is Open:** Employees of Dotlines appreciate the top management more since management practice is open and straightforward here. Furthermore, information travels straight from the problem regions to concerned directors. They always strive to maintain open door practices that allow us to approach to the director of chairman sir directly.

2.4 Marketing Practices

Dotlines Bangladesh has a department named “Marketing & Communication” also known as “MarComm” department. Some major clients of Dotlines Bangladesh are shown below:



Figure 13: Client list of Dotlines

Dotlines’ MarComm team does a fantastic job to promote the brand as well as increases visibility of the products and services of Dotlines. A market plan's principal goal is to help a company achieve its goals and maximize its growth potential. Coming up with and growing a market plan is one of the most important aspects in an efficient marketing approach to ensure profit, and Dotlines' MarComm team excels at it. Marketing is the art of persuading potential clients and consumers to buy your products or services (Kotler, 2006). According to the definition above, marketing entails conducting research, promoting, advertising, and distributing services and items for sale. In general, marketing refers to the activity of doing everything possible to bring potential customers and things for sale together. Dotlines’ MarComm really does excellent job as far as successful marketing & communication is concerned.

Some major marketing practices that Dotlines follows are given below:

- **Above The Line (ATL) Advertising:** The goal of ATL tactics is to direct communication toward the mass consumer. All promotional messages are untargeted, which means they are not directed towards a certain demographic. The purpose of this is to tell customers about the product's availability. Customers should be encouraged to visit stores and actively seek out the product, according to marketers. These tactics assist businesses in reaching a bigger audience.

Putting ATL into practice: OVC, TVC, Billboard, Paper advertisement.

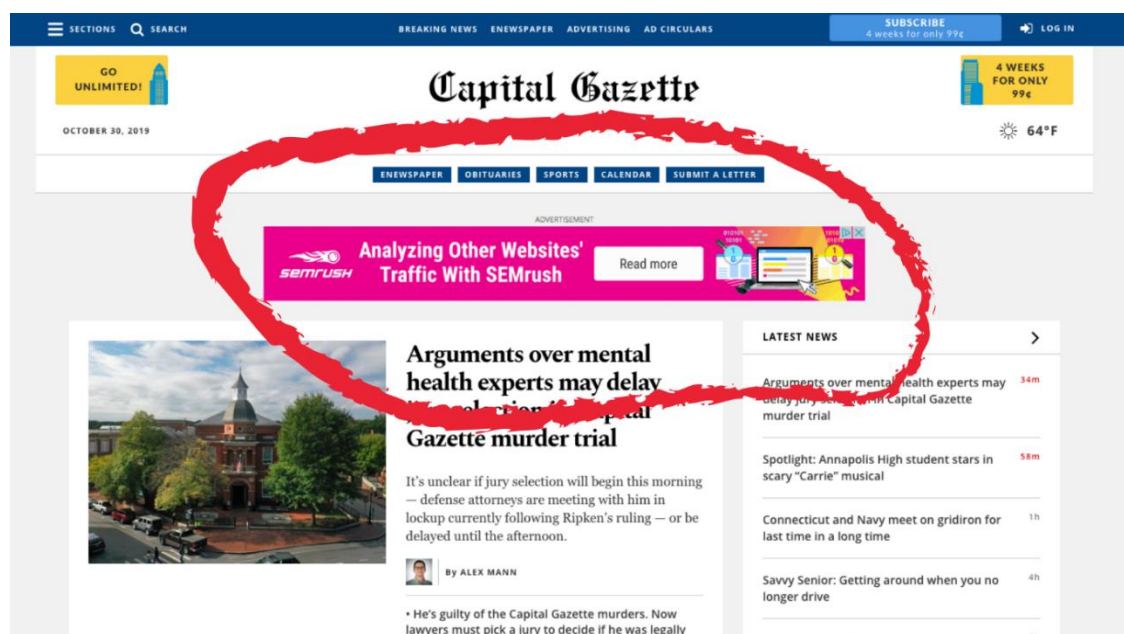
- **Below The Line (BTL):** BTL efforts are more targeted and oriented toward certain client groups. They are highly targeted, with advertisements produced with certain customer categories' demographic and psychographic traits in mind. The goal is to increase conversions, so the communication is extremely tailored.

Putting ATL into practice: Event, Market Activation.

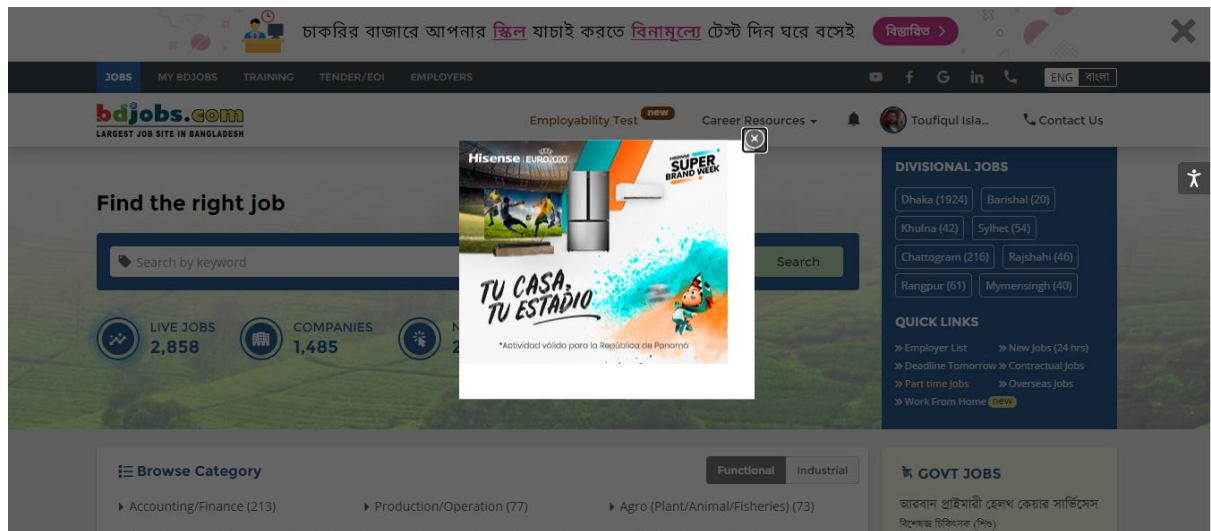
- **Digital:**

Social Media: Social media plays a big role now-a-days for marketing purpose.

Google display network:



Local display network:



2.5 Financial Performance & Accounting Practices

Since it is a private company hence annual report is not made public and I was not given this information since it is confidential information for the company. This is a limitation or drawback of this study I can say.

2.6 Operations Management and Information System Practices

As far as operations management and information system practices of Dotlines are concerned, it pretty well organized. Everything is transparent and no hard level of hierarchy there.

2.7 Industry and Competitive Analysis (SWOT Analysis)

The SWOT analysis is a framework for evaluating a company's competitive situation and formulating strategic plans. A SWOT analysis evaluates both internal and external factors, as well as current and future opportunities.

SWOT analysis of Dotlines Bangladesh Limited is given below:

SWOT Analysis of Dotlines Bangladesh Limited

<div>S</div> <div>Strengths</div> <div></div> <ul style="list-style-type: none"> • Strong technological support from SSD-TECH for all of its business vertical. • Huge investment. • Qualified and visionary board of directors. • Business portfolio is huge as well as diversified. 	<div>W</div> <div>Weaknesses</div> <div></div> <ul style="list-style-type: none"> • Unsatisfactory customer service as far as Carnival Internet and eCourier is concerned. • No fixed plan. Change of plan is very frequent here. • Work-life balance is rare for employees in some vertical. • Lack of market share. 	<div>O</div> <div>Opportunities</div> <div></div> <ul style="list-style-type: none"> • IT sector is booming now-a-days. Since all of Dotlines product is tech based so there is high chance of doing good. • BanglaCut, eCourier, Carinval Internet, Ghoori learning will lead their respective sector since demand is increasing in a higher rate of these sector. • Scope of increasing their operations across the country. 	<div>T</div> <div>Threats</div> <div></div> <ul style="list-style-type: none"> • Market is highly competitive. • Occasionally unable to keep commitment to customers. • The government's complicated or difficult laws and regulations. • Customer expectations are challenging to meet.
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2.8 Summary and Conclusions

Dotlines Bangladesh Limited is a well-known tech based multinational company in Bangladesh. In comparison to others, they establish a stronghold in the IT business in a short period of time. Their most important asset is their highly skilled workforce. However, they have recently had to deal with certain difficulties in this area. They have enterprises in a variety of sectors, yet they occasionally have difficulty maintaining them successfully. These issues have an impact on their primary business. They should take care of those concerns and resolve them immediately in order to improve their standing in various economic sectors. In this report, I attempt to focus on the company's many services, management systems, and procedures. In

addition, I have tried to figure out what their problem is and what solutions they might have for dealing with it.

2.9 Recommendations

Working at the corporate office of Dotlines Bangladesh Limited was a fantastic experience for me. During my internship, I learned a lot of new things. Following are some recommendations based on my limited knowledge:

- There are a small number of employees in the eCourier HR department, despite the tremendous work demand. As a result, the department could expand its employees and collaborate on projects.
- In a short period of time, Dotlines developed a new company organization. As a result, it is difficult for them to efficiently manage all of their commercial activities. As a result, before starting any new company venture, companies should assess their resources and competencies.
- Dotlines that invest a lot of money in other business verticals are unable to provide adequate perks to their employees. As a result, it causes employee unhappiness and demotivation. As a result, Dotlines should place a greater emphasis on employee benefits rather than creating other commercial ventures.
- eCourier and Carnival Internet's customer support is inadequate. Some clients are disappointed with their service because it takes a long time to resolve any issues. As a result, Carnival Internet should place a greater emphasis on comprehensive customer service.
- Finally, Carnival Internet's business policy isn't ideal in light of the current market situation. As a result, Carnival Internet faces hurdles in capturing the market. As a result, they need conduct more market research and opportunities analysis in order to be successful in the business.

Chapter 3: 360° Performance Appraisal System of Dotlines Bangladesh Limited

3.1 Introduction

The 360-degree performance appraisal methodology ensures that the appraisal is completed in its entirety, taking into account all of the factors that surround the person. The policy of 360° performance appraisal system is complex as well as quite tough to implement. Dotlines Bangladesh Limited, on the other hand, uses this for staff development as well as to make a leadership team which will be very effective and strong.

In order to implement the 360-degree assessment, Dotlines Bangladesh Limited go through a series of processes. The system's clarity and efficacy are really critical for an organization's success. However, Dotlines Bangladesh underwent 360-degree performance review for three primary reasons. They are -

- i) To obtain a more favorable assessment of the future leader's performance and prospects.
- ii) To have a better understanding of workforce development as well as requirements of it.
- iii) In order to gather feedback from all employees and ensure organizational fairness.

Feedback is usually collected from subordinates, peers', managers, stakeholders and the employee's teammate under a 360-degree appraisal system. A 360° appraisal has four rounds, and input is collected through on-the-job questionnaires based on employee performance. The initial step is self-assessment, which is followed by superior, subordinate, and peer evaluation.

Benefits of a 360° evaluation

- This system gives the top management a complete picture of an employee's performance.
- It enhances the system's credibility in terms of performance evaluation.
- Employees' self-development is aided by comments from their coworkers.
- It also raises the employee's sense of duty and attention for their customer.
- When the various concepts from different raters are merged, a more accurate 360-degree assessment is obtained.

- Different participants can provide more persuasive viewpoints.
- Not just the manager, but also the employees' coworkers are responsible for evaluating their performance, which gives them more authority.

360° appraisal has certain drawbacks:

- The procedure is extensive, complicated, and time-consuming.
- If the feedback is disseminated among the personnel, it can lead to conflict and friction.
- Training an employee to use the 360 degree appraisal method correctly will take a lot of time and effort.
- The results are really difficult to decipher.

3.2 Methodology

The quantitative analysis method used in this study is based on a survey. This research is conducted using a survey questionnaire administered to Dotlines Bangladesh Limited personnel. For survey purpose, I used google doc form. Link of that form is given below:

https://docs.google.com/forms/d/e/1FAIpQLSdZ-Ao0sNHNvV6f-CLFC2U2UaY4lbmP2ZbxE04_C4Td0qWTRA/viewform

Moreover, I have talked in details with our senior specialist Mr Rassel Howlader who basically looks after the whole evaluation method as well as in charge of full group's payroll. He guided me throughout this project part.

3.2.1 Population

The term "population" is used in quantitative research to refer to persons who share similar traits (Abawi, 2008). The study's participants are Dotlines Bangladesh Limited's permanent employees. The objective was to know about whether they are satisfied with the current yearly evaluation method or not. Sample size to conduct thus survey was 50.

3.3 Findings and Analysis

First let's take a look how 360-degree evaluation is done at Dotlines Bangladesh Limited.

Hierarchy is shown below:

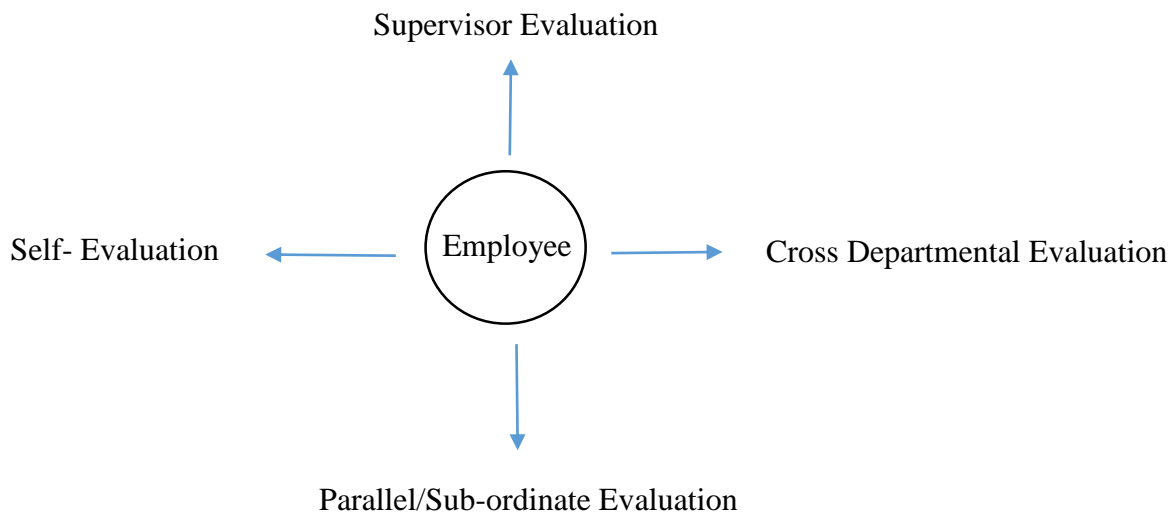


Figure 14: 360-degree performance structure

In this 360-degree evaluation method, an employee is evaluated by 4 criteria. At first, employee evaluates himself/herself. In second stage, he/she is evaluated by his/her respective departmental supervisor. Later on, in third step, employee will be evaluated by cross departmental senior with whom employee have to work directly or indirectly sometimes. In last step, employee will be evaluated by his/her parallel or someone sub-ordinate. This is the actual process of how Dotlines Bangladesh Limited does its 360-degree performance evaluation.

Now, let's take a look the weight/marks distribution of the evaluation.

Dotlines use not only 360-degree evaluation method, they also take help of KPI (Key performance Indicator) as well as CSI (Customer Satisfaction Index).

360-degree evaluation contains 80% marks.

KPI contains 10% marks.

CSI contains 10% marks.

By adding up, it becomes total 100% marks. Later on it is converted into 5 basis point. Based on this final point, increment is decided that what percentage of gross salary would be incremented for this year for any particular employee. The range of increment is shown below in a table:

Sl No	Point Range	Increment Percentage (%)
1.	0 to 3.0	0% (No Increment)
2.	3.1 - 3.5	7%
3.	3.6 - 4.0	10%
4.	4.1 – 4.5	13%
5.	4.6 – 5.0	16%

Table 1: Increment percentage chart

This is basically how total evaluation method works at Dotlines Bangladesh Limited. Mentionable, KPI is set twice a year; This follows a DESCENDING order. It means at first board of director set KPI of all the departmental head position holder. Then respective department head set KPI their sub-ordinates who works at that department.

For example- Mr. Zaman Bahadur, one of Dotlines' 11 directors, sets KPI HR & Admin head's KPI. Later on, Head of HR & Admin sets KPI for the employees who work in HR department. This is how it basically works. On the other hand, CSI is set for mainly who directly deals with customers or stakeholders. For instance, employees who works in CS (Customer Service) team

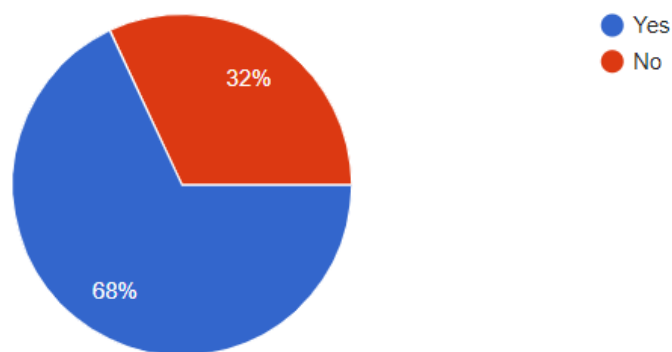
or in supper engineer team of Carnival internet; for them CSI is an important tool to measure their performance.

Survey: I have conducted a survey among the employee of Dotlines to find out what they think about the whole performance evaluation method of 360-degree performance appraisal system.

Findings are shown below:

Do you think that this 360 degree evolution method actually capable enough to justify your performance?

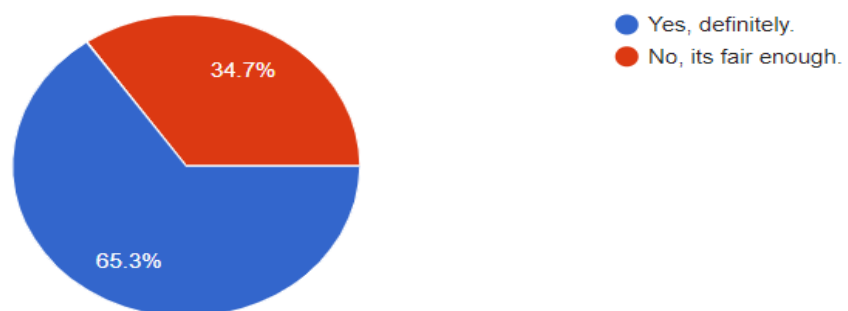
50 responses



Findings 1: Most of the employees thinks that this 360-degree performance appraisal system is correct system which actually helps them to get proper performance evaluation.

Do you feel that yearly increment percentage should be increased?

49 responses

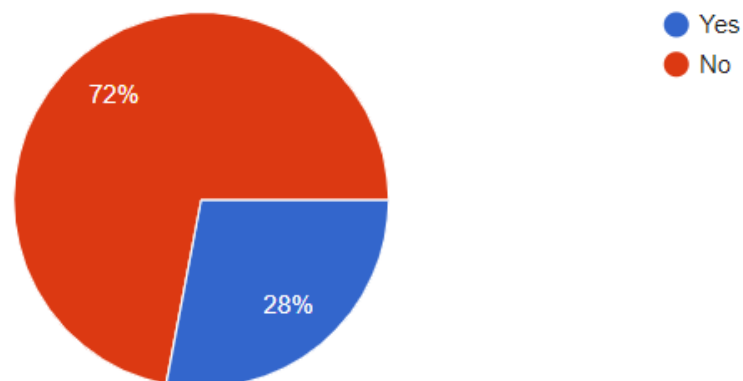


Findings 2: But at the same time, a major portion of the employees think that increment percentage should be increased a little bit since inflation rate is much higher now-a-days.

Minimum 10% increment should be given and maximum 25%.

Are you happy with Dotlines' promotion policy?

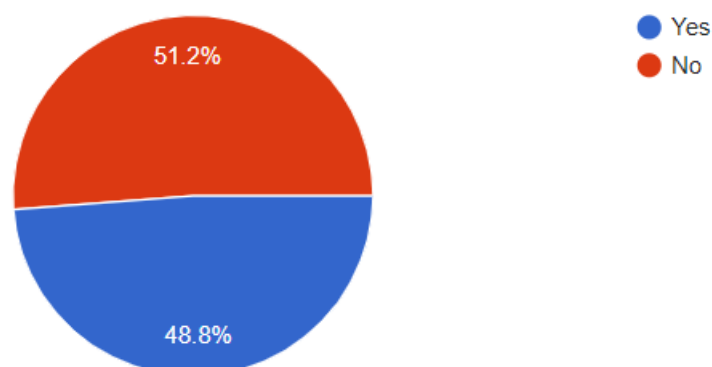
50 responses



Findings 3: However, employees also think that promotion policy should be changed. Usually it takes 2-3 years to get promoted from one position to another higher rank. Employees feel that this time should be within 1 to 2 years' maximum.

Are you happy with KPI system of this evaluation?

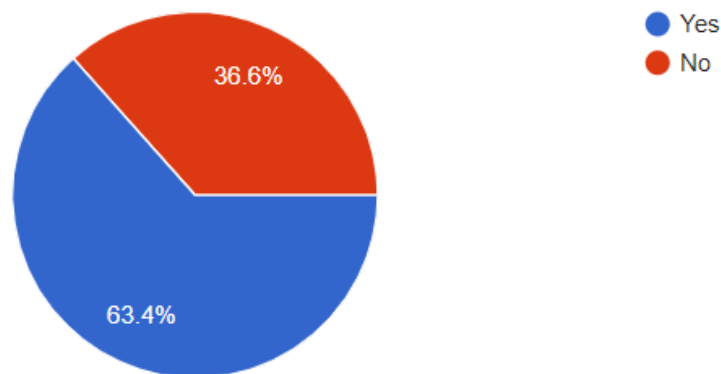
41 responses



Findings 4: Surprisingly, we didn't get any specific answer in this question whether employees are happy with KPI based evaluation. Though majority portion said that there is no need of KPI; only 360-degree performance evaluation is fine. At the same time a higher percentage of employees think that KPI based evaluation is also necessary to get the correct evaluation done.

Are you happy with CSI system of this evaluation?

41 responses



Findings 5: As we have already mentioned that employees who works in CS (Customer Service) team or in supper engineer team of Carnival internet; for them CSI is an important tool to measure their performance. They are not satisfied enough with this CSI based system. They want that only their supervisor should measure their performecece; not directly customer.

3.4 Summary and Conclusions

The 360° Performance Appraisal System used by Dotlines Bangladesh motivates staff to a certain level. Furthermore, due to the successful completion of the 360° Performance Appraisal System, self-awareness is increased, behaviors are clarified, performance is enhanced, accountability is enhanced, personal growth is promoted, and working relationships are enhanced. Though this evaluation method is liked as well as appreciated by most of the

employee but at the same time employees are little bit disappointed regarding Dotlines' promotion policy as well as KPI based evaluation system.

3.5 Recommendations

Dotlines Bangladesh Limited is one of the fastest growing MNC of our country. They are really doing great and has achieved so much within very short span of time. Yet I feel there are some room for improvement. Some of my recommendations to Dotlines are given below:

- Instead of focusing on new business endeavors, Dotlines should pay a higher emphasis on employee perks
- Dotlines loses some of their most valuable and potential employees by failing to create good relationships. As a result, they should place a greater emphasis on building long-term connections with their employees.
- Frequently they just introduce a new business vertical without researching the market properly. That's where they are lagging behind. They should research the market a lot before introducing a new business vertical every now and then.
- Promotion policy should be improved. Employees don't like to wait for 3-4 years to get promoted.
- KPI & CSI based performance evaluation system should be more modernized with the passage of time.
- According to Herzberg's Two Factor Theory, Hygiene factors are really important for being motivated to do the work effectively as well as efficiently. Hence, it is important for the company to ensure both motivating as well as hygiene factors to its employees.

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