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**An Analysis of the Employee Performance Appraisal
System of Eastern Bank limited.**

SUBMITTED TO:

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Program-MBA

(Major in Human Resource Management)

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Letter of Transmittal

19-01-19

Mohammed Masum Iqbal

Professor

Faculty of Business & Entrepreneurship

Daffodil International University.

Subject: Submission of Internship Report.

Dear Sir,

It's my pleasure to submit you the internship report on "**An Analysis of the Employee Performance Appraisal System of Eastern Bank Limited.**" I have tried myself to explain all my learning and experiences. I have gathered from my internship program briefly in this report.

The entire report is based on my practical experience in the bank. I have put my best effort in completing the report with all the information that I Have collected during my stay in Eastern Bank Ltd.

I have a great hope that the report will meet your expectation and aid you in getting a clear idea about the topic. Please do call me for any clarification regarding the report, if required.

Mahabuba Khanom

ID: 161-14-2036

Program: Master of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Certificate of Approval



I am pleased to certify that the internship report on “**An Analysis of the Employee Performance Appraisal System of Eastern Bank Limited**” prepared by Mahabuba Khanom bearing ID NO #161-14-2036 of Master of Business Administration (Major in Human Resource Management) is approved for presentation and defense. Mahabuba Khanom worked at “Eastern bank Limited” as an intern under my supervision.

Mahabuba Khanom bears a good moral character and a very pleasing personality. I wish her all success in life.

Supervisor,
Mohammed Masum Iqbal
Professor
Faculty of Business & Entrepreneurship
Daffodil International University

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Executive Summary

In this report, I have done a detailed analysis of “An Analysis of the Employee Performance Appraisal System of Eastern Bank Limited. “Here, I have covered all the sections of the employee performance appraisal system to cover the selective report objectives of Eastern Bank Limited. I have developed this report at two basic sectors that are employee performance appraisal system and Evaluating the result. After evaluating, I categorize it into three types that’s are Training and developing systems, Rewarding systems last of Disciplinary action against employee system of EBL. This report is especially based on primary data as an employee of Eastern Bank Limited. I even have observed most of the procedures that how Eastern Bank Limited is operating their activities in HRD. Besides, I even have additionally incorporated the history, temporary regarding the company and its performance, vision and mission, values and products of Eastern Bank Limited and most importantly, I have incorporated a brief of how HR & Admin Department will do their job in Eastern Bank Limited.

The Introduction, a part of the report contains the information about the contains the origin of the report, the scope of the study, explanation of the study, objectives of the study, methodology, and limitations. The profile of the branch contains about the history of EBL, organizational structure, nature of the organization, vision, mission, objectives, commitments, various modes of business and also the branches of EBL. Whereas creating the analysis on employee performance appraisal system, I even have provided careful information about performance analysis. This report also provides a summary on completely different tasks that I had to perform throughout my internship, the responsibilities that I had to handle throughout the position.

Then I even have given the elaborate analysis of how I have conducted the performance appraisal within the light of balance record and which can be implemented as official performance appraisal technique from currently on. Finally, conclusion and recommendations are created in the last chapter.

Part: 01

Introduction

Introduction to the study:

This internship is undetachable and necessary part of the Masters of Business Administration (MBA) program providing job experience to students. Practical training is the reflection of theoretical knowledge. The main purpose of this report paper is to focus

on “An Analysis of the Employee Performance Appraisal System of Eastern Bank Limited”. Theoretical information gets its true meaning by the successful application of knowledge in practical field. So, Internship is beneficial for anyone to achieve practical experience and knowledge by participating in several and different sectors of work. That's why MBA program of Daffodil International University has embedded the internship program, that is undertaken in several organization of the country. I even have additionally completed my internship program at Eastern Bank Limited. Human Resources Management (HRM) is a combination of HR, Accounting, Management, Financial Management and Economics. There has been uncertainty about the world of work constantly changing rapidly. As a part of a company, Human Resource Management(HRM) should be aware of upgrading the findings of the ever-changing world of work. For them, this indicates understanding the connections of the decentralized work, economical process, force diversity, continuous improvement initiatives, ever-changing talent necessities, technology changes sites, and employee involvement and contingent force. We have to look after how modification plays an effective role on HRM goals and practices. HRM main challenge is to integrate programs concerning human resources with strategic organizational objectives. However, organizations are facing competitive along with challenging pressure all over the world. To compete with this challenge HR manager has to find a way to complete an effective program. Best utilization of human resource should be assured by ensuring the value of effectiveness of program and policies is another motto of HRM.

1.2. Origin of the study:

The report has been prepared as an academic requirement of achieving an MBA degree through three month internship program by Mahabuba Khanom MBA student major in Human Resource Management (HRM) from the faculty of Business Administration, joined EBL for the completion of my internship program and requested my honorable supervisor Mohammed Masum Iqbal, Professor of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University to supervise me during my internship program. He kindly accepted my request and asked me to prepare a report on “An Analysis of the Employee Performance Appraisal System of Eastern Bank Limited.”

1.3 Objectives of the Study:

1. To identify the performance appraisal system of Eastern Bank Limited;
2. To evaluate the performance appraisal system of Eastern Bank Limited;
3. To identify out the issues associated with performance appraisal system of Eastern Bank Limited;
4. To make recommendations to beat the issues.

1.4 Methodologies of the study:

The report is especially supported primary information. As an employee of Eastern Bank Ltd., I have discovered most of the procedures however Eastern Bank Ltd is working their activities in HRD. So, to realize my objective, I have used each primary and secondary information.

Sources of Data Collection:

The data are collected from two sources:

A) Primary sources:

- Practical banking work.
- Discussion with the employees of the EBL.
- Personal Observation. B) Secondary sources:

- Annual report, publications, training materials.
- Periodical statements of the bank, brochures, booklets, etc.
- Official Website of the EBL.
- Documentary file of the EBL.

1.5 Limitations of the study:

Every positive thing has slightly unfavorable effect. I cannot imply that this report is beyond any error. It has some boundaries which have no way to overcome. I have tried to find out the connection between theoretical information and the implication. But I got some difference between what I learn within the theory and practice. The report was completed with having following constraints:

- Faced some challenges to collect relevant data even though the help of the bank employees.
- Only 90 days were too less to go through all the desks of the branch.
- Sometimes data could not be validated.
- Unavailability of required documents. In most case, there is not any study was an option but assume data without verification.
- The excessive nature of confidentiality controlled by the officials created some problem in collecting information.

Part: 02

Company Profile

2.1 Background of Eastern Bank Limited

Eastern Bank launched its business as a public Ltd. on 08-Aug-1992 with the first objectives to hold on every kind of banking business in and out of doors Asian nation and additionally with a read to safe guard the interest of the depositors of Bank of Credit and Commerce International (BCCI).

Eastern Bank has turned 26 in August 2018. As a great milestone in the life of a company, it demands retrospection.

In this rapidly changing business environment, we seek for promoting consistent, cost-effective mechanism, productivity gains and focus our attention on broadening our banking horizon to achieve sustained growth.

The world of business is changing rapidly. The future is on us faster beyond our expectations. It is difficult to predict what is stored for us. Every day we experience rapidly changing customer needs, faster leveling of competitive advantage, greater regulation, nature of risk and technology. The prominent challenge is coming from the frontiers of tech innovation.

2.2 Vision

Eastern Bank Limited values for stakeholders for a long time becoming the most valuable brand in the financial services in our country. The bank functions by transforming the way, then do business and deliver growth effectively.

2.3 Mission

- We can deliver service excellence to any or all or any our customers, every internal and external.
- We can guarantee to maximize shareholders' value.
- We can constantly challenge our systems, procedures, and training to require care of a cohesive and hot team therefore on attain service excellence.
- We can turn out associate sanctioning surroundings and embrace a team-based culture where people can surpass.

2.4 Values

†

| | |
|-------------------------------|--|
| Service Excellence | <p>We passionately drive customer delight.</p> <p>We use customer satisfaction to accelerate growth.</p> <p>We believe in change to bring in timely solution.</p> |
| Commitment | <p>We know our roadmap.</p> <p>We believe in continuous improvement.</p> <p>We do our task before we are told.</p> |
| Openness | <p>We share business plan.</p> <p>We encourage two-way communications.</p> <p>We recognize achievements, celebrate results.</p> |
| Integrity | <p>We say what we believe in.</p> <p>We respect every relationship.</p> <p>We are against abuse of information power.</p> |
| Trust | <p>We care for each other.</p> <p>We share knowledge.</p> <p>We empower our people.</p> |
| Responsible Corporate Citizen | <p>We are tax-abiding citizen.</p> <p>We promote protection of the environment for our progeny.</p> <p>We conform to all laws, rules, norms, sentiments and values.</p> <p>land.</p> |

2.5 Corporate Profile: At a Glance

| | |
|-------------------------|--|
| Name of the Company | Eastern Bank Limited |
| Legal Status | Public Limited Company |
| Date of Corporation | 08 August, 1992 |
| Chairman | Md. Showkat Ali Chowdhury |
| Managing Director & CEO | Ali Reza Iftakhar |
| Line of Business | Banking |
| Stock Exchange Listing | 20 March, 1993 DSE 11 September, 2004 CSE |
| Tax Consultants | ACNABIN |
| Credit Rating | Credit Rating Information and Services Limited (CRISL) |
| Phone | + 88 09666777325 |
| Fax | 880-2-9562364, 9554610 |
| SWIFT | EBLDBDDH |
| E-mail | info@ebl-bd.com |
| Website | www.ebl.com.bd |

Figure: Corporate profile of EBL

2.6 The Brand Colors

The yellow, blue and green colors are used in the logo. These colors have different meanings that are:

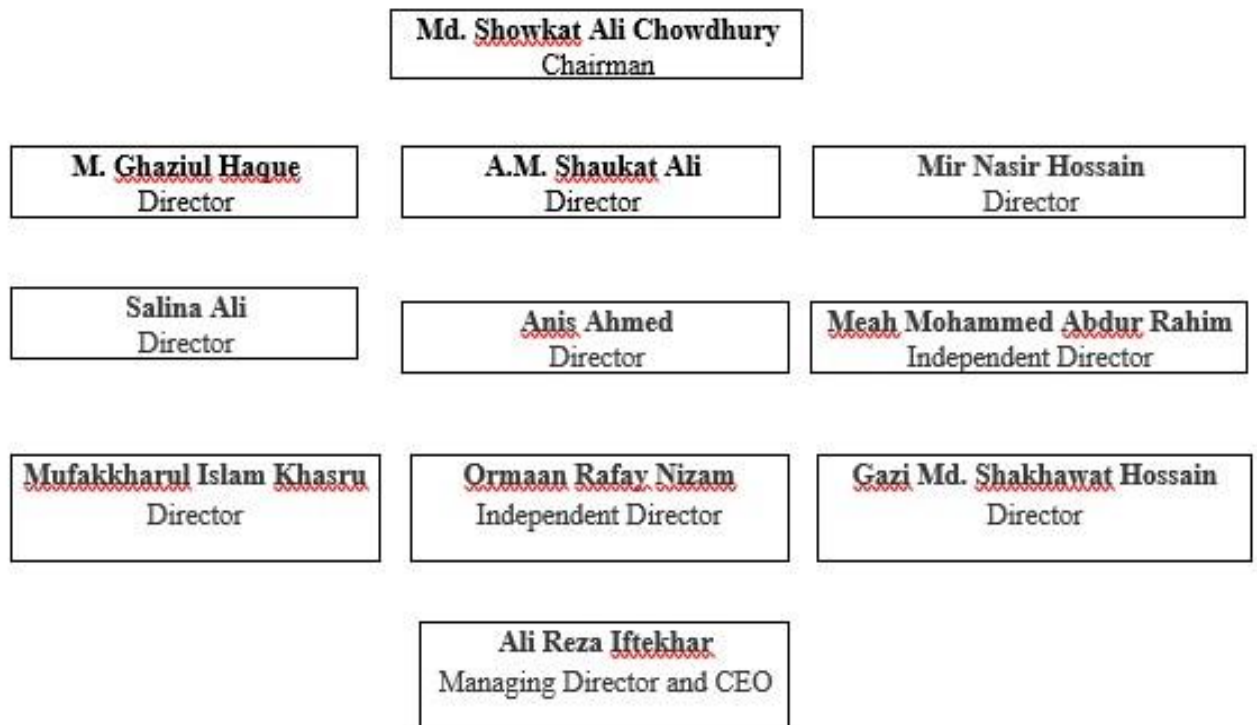


Yellow - A rising yellow sun of hope.

Blue - A sky packed with prospects.

Green - The color full inexperienced of mother earth.

2.7 Board of Directors



2.8 EBL Organogram:

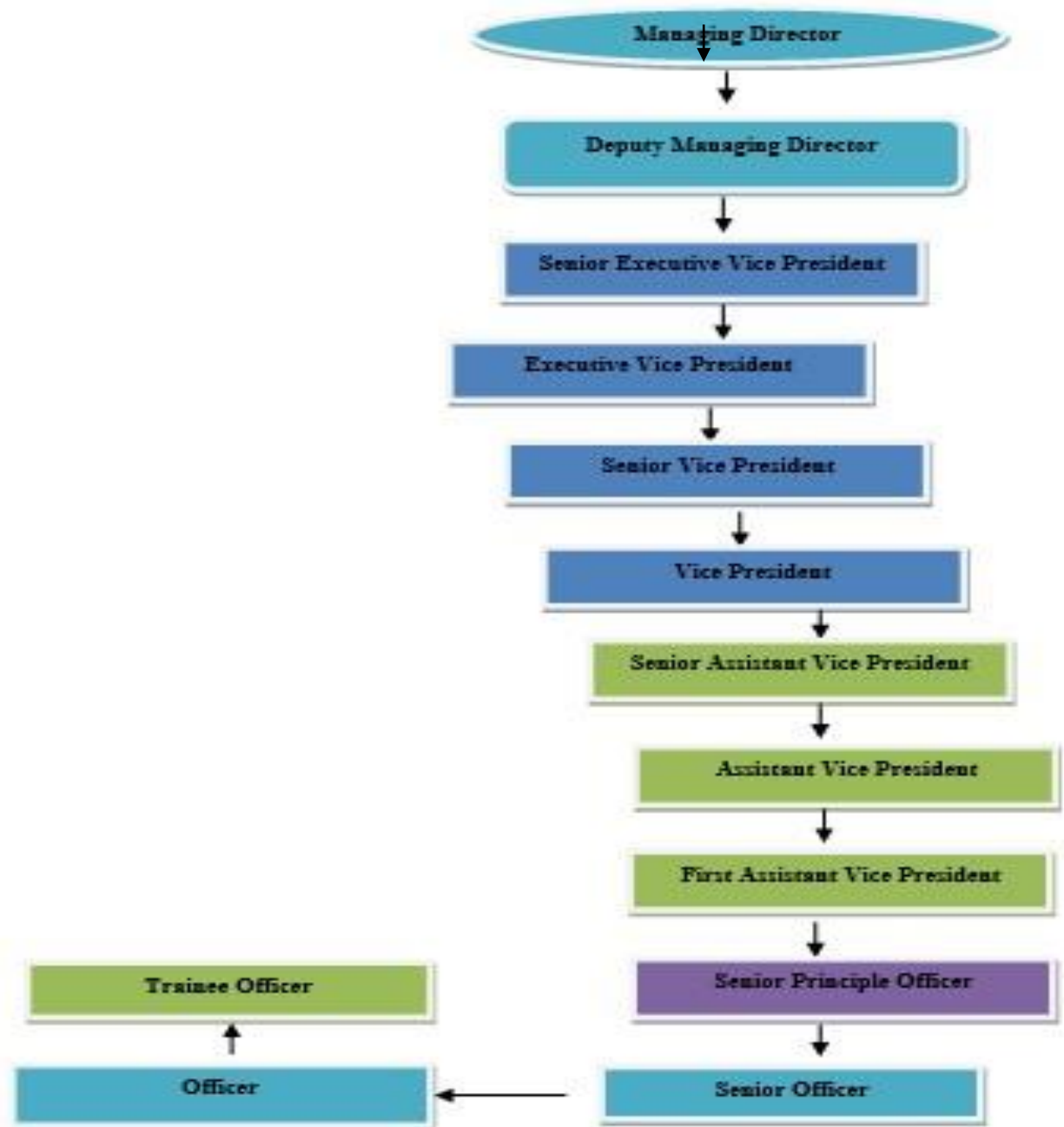


Figure: EBL Organogram

2.9 EBL Product

| Products | Services |
|---|--|
| <ul style="list-style-type: none"> ▣ Consumer Loan Products ▣ Consumer Deposit Products ▣ SME Products ▣ EBL Credit Cards ▣ EBL Debit Cards ▣ EBL Prepaid Cards ▣ EBL Student Banking ▣ EBL <u>Matribhumi</u> - NRB Banking ▣ EBL Internet Banking | <ul style="list-style-type: none"> ▣ Online Banking Service ▣ ATM Service ▣ Debit/Credit Cards Service ▣ Remittance Service ▣ SMS/Mobile Service. |

2.10 Division of EBL

All policy formulations and its execution are carried out at the head office. There are eleven major divisions in EBL, which are the following:

- a) Corporate Banking Division
- b) Credit Risk Management and Administration
- c) Consumer Banking Division
- d) Brand Management Division
- e) Trade Services Division
- f) International Division
- g) Human Resources Division
- h) Information Technology Division
- i) Audit and Compliance Division
- j) Finance and Accounts Division
- k) Special Asset Management Division
- l) Administration.

**Existence practice of Performance Appraisal System
& Evaluation of existing practice
Chapter: Three**

Introduction

A performance evaluation is a review associate degree which discuss of an employee's performance of allotted responsibilities and duties. The evaluated results gained by the employee in his/her work. It measures accomplishments and skills with the help of uniformity and accuracy. It provides how to support skilled growth assist determine the areas for performance sweetening.

However, Particularly it's not the supervisor's only communication tool. Open lines of communication facilities to form beneficial operating relationships throughout the year. Every representative is identified to a thoughtful and appraisal. The success depends on the supervisor's tendency to finish an appraisal and also depends on the employee's tendency with valuable suggestions and for achieving the future goal they have to cooperate with the supervisor.

A performance appraisal notifies performance review, analysis, career advancement study, or employee appraisal could be a methodology which documented and evaluated the task performance of associate degree employee. Performance appraisals area unit an area of career advancement and carries with it daily reviews of the performance of the employee inside organizations.

The process by that authority judges associate degree evaluates working behavior of an employee's by scrutiny it with predetermined criteria, and create reports the results of the comparison. These results supply feedback to the employee to indicate their behavior and why and also what improvement they actually need. Performance appraisals are used to see who desires, what coaching, and who are demoted, retained, promoted or fired.

5.1 Objectives of Performance Appraisal:

- To determine the strengths and weaknesses of employees.
- It is a base for enhancing workings attitudes of the staff.
- To offer feedback to employees concerning their performance and connected standing.
- It is a basis for influencing workings habits of the staff.
- To study and keep the promotional and different coaching programs.
- To maintain and assess for additional growth and development.
- To determine the position right men on the right job.
- To maintain records to work out wage structure, amends cases, salaries increases, etc

5.2 Features of Performance Appraisal

- Performance appraisal may be a method, not a form. It grows a relationship with staff providing legal protection for your company.
- A sensible appraisal method includes communication, documentation, and observation.

- A performance analysis system will give several benefits: It will raise worker performance and confidence, establish some way to improve poor performers performance and lay the bases for lawfully invulnerable discipline and termination.
- A sensible analysis system includes support, motivation, collaboration, communication, honest, documentation, formality, practice, and answerability.
- Managers ought to use analysis systems to boost future performance, not penalize staff for lower previous performance.

5.3 Why Performance Appraisal is Essential

Performance appraisals area unit necessary for the efficient management and analysis of employees. It improves structure performance, promoted develop people and feed into business coming up with. Formal performance appraisals is an area of organization which conducted annually for employees. Annual performance appraisals change management and watching of the standard which agreeing on expectations and goals, and delegation of duties and tasks. Employees performance appraisals conjointly establish individual coaching desires, and change structure is coaching desires analysis and coming up with. Performance appraisals usually review every individual's performance for the commercialism year against objectives and their standards.

Performance appraisals are necessary for succession and career coming up with. Performance appraisals are vital for staff motivation, perspective and behavior development, human activity structure aims, and promoting positive relationships among employees and management. Performance appraisals offer a proper, recorded, regular review of associate degree individual's performance, and an idea for future development. Briefly we can say, for managing the performance of individuals and organizations performance and job appraisals play a vital role.

Three hundred twenty-four organizations have surveyed Southern CA. From that study, 94% had a proper system of appraisal. This survey analysis discovered that the leading uses of appraisals were 40.1 percent placement-related choices ,48.4 percent performance improvement, 74.9 percent for compensation, feedback documentation 30.2 percent and 40.4 percent.

5.4 Advantages of Performance Appraisal

The performance appraisal is an investment for the corporate with the following advantages:

- **Promotion:** Performance Appraisal helps the supervisors to draw the promotion programs for economical employees. During this regards, inefficient employees will be discharged or demoted just in case.
- **Compensation:** Performance Appraisal helps in compensation packages for employees. Benefit rating is feasible through performance appraisal. Performance Appraisal tries to grant price to performance. A compensation package which has a bonus, high wage rates,

additional advantages, allowances and pre-requisites square measure enthusiastic about performance appraisal. The factors ought to be a benefit instead of seniority.

- **Employees Development:** The well-organized procedure of performance appraisal helps the supervisors to border programs and coaching policies. It helps to find strong and weak point of employees so that new jobs may be designed for economical employees. It additionally helps in framing future development programs.
- **Selection Validation:** Performance Appraisal helps the supervisors to inform importance of the choice procedure and the validity. The supervisors return to understand the validity and thereby the strengths and weaknesses of the choice procedure. Future changes in choice strategies will be created during this regard.
- **Communication:** For a company, effective communication plays an extremely vital role between employees and employers.
- **Motivation:** Performance appraisal is a motivation tool. Through evaluating the performance of workers, a person's potency may be determined if the targets square measure achieved. This all right boosts employees performance and also motivates for the higher job within the future.

5.5 Reasons for an Appraisal:

The reasons for introducing performance appraisal in EBL are explaining below: -

- To establish any coaching that, is also required.
- To review salaries or payment strategies.
- To improve performance.
- To build personal / business objectives clear.
- To update job descriptions.
- To increase motivation.
- To establish employees that are potential for promotion.
- To establish individual strengths of employees.

5.6 Benefits of Performance Appraisals:

- Measures associate degree employee's performance.
- Motivates the employee through accomplishment and feedback.
- Clarifies team roles and facilitates team building.
- Plays a very useful tool for human action the aims, values, strategies, priorities, organization's philosophies, etc. among its staff.
- Helps in the identification of private strengths and weaknesses.
- Facilitates assessment and agreement of coaching wants.
- Helps in instructive, defining, redefining priorities and objectives.
- Plays major role in structure coaching wants assessment and analysis.

- Helps in content and feedback.
- It develop better relationship and understanding between the employee and therefore the news manager can help in breakdown misunderstandings and confusions.
- Plays a very vital role in Personal career and succession coming up with.

5.7 Appraisal Methods:

Managers sometimes conduct the appraisal employing a preset and formal methodology like one or a lot of strategies of performance appraisals delineated below. It's preset for many companies should decide before time what tools and processes they're planning to use.

The most commonly used Appraisal Techniques-

- Essay appraisal.
- Ranking methods.
- Work-standards approach.
- Field review.
- Assessment centers.
- Graphic rating scale.
- Management-by-objectives approach
- Critical incident appraisal.
- Forced-choice rating.

1. Essay appraisal: This is a system which asks the rater to write down a paragraph or a lot of covering an individual's strengths, weaknesses, potential, and so on. In most choice things, notably, those involving skilled, sales, or social control positions, essay appraisals from former employers, teachers, or associates carry vital weight. The belief appears to be that an honest and advised statement either by word of mouth or in writing- from somebody who is aware of a person well is as valid as a lot of formal and a lot of difficult strategies.

2. Forced-choice rating: Like the field review, this method was developed to scale back bias and establish objective standards of comparison between people. However, it doesn't involve the intervention of a 3rd party. Though there are several variations of this methodology, the foremost common one asks raters to settle on from among teams of statements those that best match the individual being rated and people that least match him.

3. Field review: When there's a reason to suspect rater bias, once some raters seem to be exploitation higher standards than others, or once a comparison of ratings is important, essay or graphic rating square measure usually combined with a scientific review method. The sector review is one among many techniques for doing this. A member of the personnel or central body workers meets with little teams of raters from every superordinate unit and

goes over every employee's rating with them to (a) establish areas of inter-rater disagreement, (b) facilitate the cluster hit an agreement, and (c) verify that every rater conceives the standards equally.

4. **Work-standards approach:** Instead of asking staff to line their own performance goals, several organizations set measured daily work standards. In short, the work standards technique establishes work and staffing targets geared toward rising productivity. Once realistically used, it will modify an objective and correct appraisal of the work of staff and supervisors.

5. **Assessment centers:** So far, we've been talking regarding assessing past performance. What regarding the assessment of future performance or potential? In any placement call and even a lot of thus in promotion choices, some prediction of future performance is critical.

6. **Management by objectives:** To avoid, or to wear down, the sensation that they're being judged by below the belt high standards, staff in some organizations area unit being asked to line – or facilitate set – their own performance goals. Inside the past five or six years, MBO has become one thing of a craze and is therefore acquainted with most managers that I will be able to not linger over it here.

7. **Graphic rating scale:** This technique might not yield the depth of associate degree essay appraisal, however, it's a lot of consistent and reliable. Typically, a graphic scale assesses someone on the standard and amount of his work and on a range of alternative factors that change with the duty however sometimes embraces personal traits like responsibility and cooperation. It's going to additionally embrace performance things like oral and communication.

8. **Critical incident appraisal:** It is an essential technique which feels like a natural to some folks for performance review interviews, as a result of it provides a supervisor actual, factual incidents to debate with Associate in the Nursing worker. Supervisors are asked to stay a record, a “little listing,” on every worker and to record actual incidents of positive or negative behavior.

9. **Ranking methods:** For comparative functions, significantly once it's necessary to check folks that work for individual statements, various supervisors, ratings, or appraisal forms don't seem to be significantly helpful. Instead, it's necessary to recognize that comparisons involve an overall subjective judgment to that a bunch of extra facts and impressions should somehow be additional. There's no single kind or thanks to doing that.

5.8 The processes which followed by the EBL for performance appraisal:

Establishing performance standards: the primary step within the method of performance appraisal is that the putting in of the rules which can be accustomed because the base to match the particular performance of the staff. Performance standards ought to be objective, measurable, realistic, and declared clearly in writing (or otherwise recorded). The rules ought to be written regarding specific measures which will be accustomed appraise performance. General livers accustomed to measuring worker performance.

While Communicating the standards: Once set, it's the responsibility of the management to speak the standards to any or all the staff of the organization. The staff ought to learn and therefore the standards ought to be clearly explained to them. This may facilitate them to grasp their roles and to grasp what specifically is predicted from them.

Measuring the particular performance: the foremost troublesome a part of the Performance appraisal method is mensuration the particular performance of the staff that's the work done by the staff throughout the desired amount of your time. It's the never-ending method that involves observation the performance throughout the year. A quantitative indicator accustomed to assessing however well a corporation or business is achieving its desired objectives. several business managers habitually review numerous performance live sorts to assess such things as results, production, demand and in operation potency to induce an additional objective sense of however their business is working and whether or not improvement is needed

Comparing the particular with the specified performance: the particular performance is compared with the specified or the quality performance. The comparison tells the deviations within the performance of the staff from the standards set. The result will show the particular performance being over the specified performance or, the particular performance being but the specified performance portrayal a negative deviation within the structure performance.

Discussing results: The results of the appraisal is communicated and mentioned with the staff on a matched basis. The main focus of this discussion is on communication and listening. The results, the barriers and therefore the potential solutions area unit mentioned with the aim of barrier resolution and reaching the agreement. The feedback ought to lean with a positive angle as this could have a bearing on the employees' future performance.

Decision making: The last step of the method is to require selections which may be taken either to enhance the performance of the staff, take the specified corrective actions, or the connected hour selections like rewards, promotions, demotions, transfers, etc. The thought method of choosing a logical alternative from the offered choices. Once attempting to create a decent call, someone should weigh the positives and negatives of every possibility, and contemplate all the alternatives. For effective deciding, someone should be able to forecast the result of every possibility also, and supported of these things, verify that possibility is that the best for that exact scenario.

5.9 Process of Performance Management

1. Planning
2. Rewarding
3. Rating
4. Monitoring
5. Developing.

Planning: For attaining the goal of any single business, the corporate or business must build an idea for that. There's some specific approach for each specific goal. Designing suggests that setting up the method for gain business goal, involve the worker within the method and facilitate them to grasp their job, what they have to try to, why they have to try to that, and the way well they ought to do this. Employees' "task ought to be versatile, or they will do their job simply.

Developing: Development is a vital method for a company. All organizations ought to assess and address the utilized enclosing. During this sense, developing suggests that improvement of their works by giving them coaching, giving them correct instruction encourage them in their task, facilitate them in their work once they add their operating place.

Rating: for every single amount of your time, effective organization measures the worker "performance no matter they have through with within the amount. This methodology may be helpful to equalization the performance of all workers over an amount of your time. Rating suggests that activity the workers' performance by given the individual task, rate them by applying the businesses won appraisal and record all information regarding all of the individual employees. Rating ought to be through with in anytime amount.

Monitoring: Any effective company monitored their structure actively. Watching suggests that observant the continual project. However, the project going on? However, the worker going towards their specific job? By watching any unacceptable method may be removed, simple to spot the helpful contents and might offer the right instruction to the staff.

Rewarding: rewarding suggests that acknowledgment employees singly and as a grouping. A fundamental principle of effective administration is that everyone activities area unit controlled by its consequences. Superior performance is documented immediately for nominations for recognized awards to be invited.

By victimization, those processes, a good company can do their main target. They will additionally conclude the best employee who can do their job during a good approach during which approach wish. Management will take call what style of coaching their workers would like. However, they will build them a higher employee. Overall, by these five processes effective company will manage the effective performance management.

Rating Scale:

The appraisal method involves assessing the employee's work performance throughout the review amount relative to specific indicators associate degree an overall rating. The subsequent rating classes are employed:

- Highly Successful
- Fully Successful
- Making Progress
- Unsatisfactory

The balanced record suggests that we tend to read the organization from four views, and to develop metrics, collect knowledge and analyze it relative to every one of those perspectives:

- The client Perspective o The monetary Perspective
- The Learning and Growth Perspective o The Business method Perspective

The potential Overall Contribution Ratings square measure as shown below

O = Outstanding

Always exceeds job needs, wants job enrichment.

E =Excellent

Frequently exceeds job needs, will improve in a very specific space.

S =Superior

Sometimes exceeds job needs will improve in few areas.

P =Proficient

Meets job needs will improve in very four areas.

M =Marginal

Sometimes doesn't meet job needs, improvement required in several areas.

U =Unsatisfactory

Does not meet job needs immediate action needed.

Reward systems of EBL

What are compensation and reward?

A compensation system could be a system that's designed to work out the quantity of pay given the various people in a corporation. On its simplest level, a manager merely makes his or her best guess on what a private ought to be paid and what he or she's going to settle for. In its most complicated type, a compensation system contains many alternative call rules, guidelines, and processes for deciding pay level and pay structure.

Different Reward systems of EBL

Tangible returns

- Compensations of cash.
- Living cost.
- Contingent Pay. • Incentives term.
- Base paying.

Benefits:

- Allowances.
- Work / life focus.
- Income Protection.

Intangible or relational returns:

Relational returns:

- Recognition and status
- Security of employment.
- Challenges of works.
- Opportunities of learning.

Goals of a Reward System

- To attract high-quality employees.
- To ensure adequate roles behavior is exhibited among employees. • To Motivate extra roles behavior in employees.
- To retain these high-quality employees.

Training and Development of Components:

- The goals of the worker coaching or development program are clear.
- New material has to join with the employee's past learning and work expertise.
- The workers are given a chance to bolster what they learn by active.
- The workers are concerned in deciding the information, skills, and skills to be learned.
- The learning setting is safe ,informal and substantiating.
- The learning chance promotes positive vanity.
- A sensible and barrier-centered approach supported real examples is employed.
- The workers are taking part in activities throughout the educational method.
- The work experiences and information that workers rouse every learning state of affairs are used as a resource.
- The individual worker is shown respect.

The employees training and development process:

IBTRA is to blame for workers coaching and development, and that they follow bellow method Employee coaching and growth has to fit your employment contracts collective agreements, organization's context, and job descriptions. once choosing worker coaching and development strategies, it's necessary to recollect the training method. Worker can create learning opportunity in many ways including:

Peer-assisted learning

- Two workers comply with facilitate one another learn totally different tasks. Each worker ought to have a district of experience that the associate will enjoy.
- The staff act serving to their associate master the data or ability that they need to share
- Give Associate in Nursing worker a chance to figure on a project that's commonly outside his or her job duties. as an example, somebody United Nations agency has expressed Associate in Nursing interest in events designing might be given a chance to figure as a part of a special events team.

Job rotation

- On a shortly lived basis, workers are often given a chance to figure during a different space of the organization
- The worker keeps his or her existing job however fills sure or they can be exchanged their works with another employee

Committees

- Committees are a part of daily activities in any kind of organization. they will even be a effective learning tools, with the proper focus.
- Committees created of employees from completely
- put aside a part of the committee's period to debate problems or trends that will impact

Conferences and forums

- workers will attend conferences that specialize in topics of connection to their position and also the organization
- Upon their come, have the worker create a presentation to alternative employees as some way of enhancing the individual's learning expertise and as some and forums is also thought-about off-the-job learning)

Field visits

- If your organization has employees at quite one web site, offer workers with a chance to go to the opposite sites
- This helps your workers gain a higher understanding of the total vary of programs and purchasers that your organization serves

Job increasing

- Once Associate in Nursing worker has perfect the necessities of his or her job and is acting satisfactorily, she might want bigger challenges. contemplate assignment new extra duties to the worker
- that duty to assign ought to be set by the worker and her or his manager.

Part-04
Problems Identified Recommendations &
Conclusion

4.1 Problems identified:

After my own work experiences further as discussion with honorable officers, I even have found in my study that there are several very important problems that need to consider for higher performance appraisal procedures of The findings of my study are-

1. jump Bank restricted will the worker performance appraisal just one time in an exceedingly year.
2. After the smart performance of any worker may be promoted. Per once a year however dangerous performance additionally provides worker penalization through a worker was a smart performing artist in monthly. Its effect is also asking to resign or others for associate degree worker as none performing artist.
3. EBL Negativity and bias, so that the performance appraisal isn't done properly. Thanks to this, the analysis of competent worker lose price to figure.
4. EBL doesn't take the correct action and supply adequate coaching and development to the workers in keeping with the feedback and suggestion of the performance appraisal report.
5. EBL has a skimpy competent and qualified workforce to the performance of the workers quickly and fairly.

4.2 Recommendations

As I even have undergone all the departments beneath Human Resources Management. I even have return up with some points, which can improve the efficiency what is more as the quality of the work. Though the bank was found as a productive concern, the study reveals that the bank might do further a lot of rather more method more} if it had been handled more with efficiency. Collectively sonic problems with the Bank got on prime of. However, some steps may even be taken to reinforce the efficiency and to increase the performance of the Bank in future that square measure given below-

1. Eastern Bank restricted will the worker performance appraisal just one time during a year.

2. Only a single month performance cannot reward or penalty. Total job career in EBL got to be the judgment on their penalty or reward. Silly mistake ought to be forgiving.
3. EBL ought to avoid so that the performance appraisal ought to be fruitful. During this case, the written and orderly standards ought to be established for analysis.
4. Training facilities ought to tend to any or all level of staffs
5. EBL doesn't take the right action and supply decent coaching and development to the staff in line with the feedback and suggestion of the performance appraisal report.

4.3 Conclusion

Finally, from the on top of analysis we will say, Eastern Bank Ltd. has an efficient appraisal system by that they observe the contribution of the employees and taking necessary remedial action to realize the specified result. However, the Human Resource Department isn't using new employees, that we expect critical to appraise the employees. Another crossroads to be mentioned here, the appraisal is finished annually, except for up to this

point appraisal of the personnel, the appraisal ought to be conducted biyearly. Except for these reasons, Eastern Bank Ltd. has one amongst the foremost updated performance appraisal systems among the leading banks.

There is unit several edges to implement a daily and systematic performance appraisal system inside a corporation. To achieve the foremost profit from performance appraisals, it' s suggested that a system have to develop with employees and managers consultancy and clear links area unit established between evaluations and value outcomes and rewards. If resources allow, info on work performance ought to be obtained from multiple different sources. Performance appraisals may be a robust tool which for motivation and up work follow if conducted in a very constructive, open and adjuvant manner.

At last, if the EBL management their expense by HRM and take correct steps to beat their very little limitations, they're going to become a primary rows bank of East Pakistan.
