

Internship Report
On
“Employees’ Performance Appraisal of TSS Corporation”-
A Comparative Study on Head Office at Mirpur, Dhaka

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Date of Submission: 27, December 2018

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Employees' Performance Appraisal of TSS Corporation”-

**A Comparative Study on Head Office at
Mirpur , Dhaka**



Letter of Transmittal

Letter of Transmittal

14th December, 2019

Gouranga Chandra Debnath
Associate Professor & Head of Business Department
Daffodil International University

Subject: Submission of Internship Report

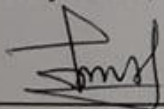
Dear Sir,

This is my pleasure to submit my internship report on **“Employees’ Performance Appraisal Method in TSS Corporation.”** It has been great opportunity for me to acquire knowledge from TSS Corporation

I have focused my best efforts to attain the objectives of the study and hope that my attempt will serve the purpose. I will be highly grateful and oblige if you kindly accept my work and evaluate it with you sagacious judgment.

Thank You,

Sincerely Yours,

 · 13.12.2019

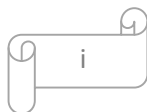
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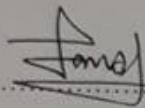


Declaration

Declaration

I, Mahfuza Sultana Toma, hereby declare that the report of internship titled "Employees' Performance Appraisal Method in TSS Corporation" is prepared by me as working there as office executive.

I also would like to confirm that, the report is prepared exclusively for academic purpose not for any other purposes.

 13.12.2019

Mahfuza Sultana Toma

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Major in Human Resource Management

Department of Business Administration

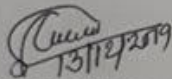
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Approval Certificate

This is to clarify that Mahfuza Sultana Toma, ID: 171-14-2303, major in Human Resource Management is a regular student of Masters of Business Administration under the Department of Business Administration, Daffodil International University. She has successfully completed her internship at TSS Corporation and she has prepared her internship report under my supervision. Her assigned topic is "Employees' Performance Appraisal Method in TSS Corporation". She is permitted to submit the internship report for presentation.

I wish her every success in life and expect a great future.


13/11/2019

Gouranga Chandra Debnath
Associate Professor & Head of Business Department
Department of Business Administration
Daffodil International University



Acknowledgement

Firstly, I am thankful to **Almighty Allah** who has given me the sense to understand what I am doing and for everything.

I would like to take this chance to state my thankfulness to my internship supervisor, Gouranga Chandra Debnath, Head of Business Administration, Daffodil International University; for nonstop stimulation, supervision and patient. Without his direction and support it would not have been possible to come this far.

I would like to convey my deepest thankfulness to Mr. Shubuth Debanath, Chief Executive Officer ,Head Office for giving me the opportunity to made this easy for me to by giving me such information about TSS Corporation to made my report. Also I would like to thank Mr. Al-Arafat, Managing Partner, TSS Corporation for his kind support.

I also want to remember Mr. Tanveer Morshed, Sales Officer, Sales Division, whose support inspires me from beginning to end of my period in TSS Corporation. My warm thanks goes to Mr. Tapos Halder, Head of Import & Export Section and Ms. Fariha Islam HR Division, for providing valuable information and suggestions to carry out the project right way. A warm gratitude for some officers in Accounts Division who helps me to gather every important information that can help me to make this report. My special sincere indebtedness to Mr. Saddam Hossen, Head Officer and Technical in charge of Service Division, who help me a lot in difference capacities to conduct.

I also thank to all my colleagues of TSS Corporation for sharing their experience and knowledge with me.

My sincerest gratitude goes to all who were concerned and assisted directly and indirectly in prepare this report.

Executive Summary

This report is made of one of the private listed Bangladeshi Company. This study titles ‘Employees’ Performance Appraisal of TSS Corporation. Employees’ Performance Appraisal (EPA) is an assessment procedure of an employee with respect to his/her task performance.

Employees’ Performance Appraisal (EPA) is an assessment procedure of a worker through relation to his/her task presentation. One of the most proper ways to judge individual and group task performance. The assessment measures abilities and activities with sensible exactness and consistency. It will give some mode to assist for recognizing parts for performance improvement and toward assist support skilled expansion. EPAs actively engage workers to know expectation from them. First an approved goal is been selected and the worker are bound to perform according to this and each workers are responsible for his/her task performance. It is know as one of the most important way of performance judging and a great way of making good relation with the supervisors and the subordinates.

Working as an office executive in HR Department of TSS Corporation for last six month, I got the chance to be in a part of an Employee Performance Appraisal project. The chance give guidance me to a number of significant outcomes regarding their employees’ performance appraisal process. TSS Corporation before uses Annual Confidential Report (ACR) as their Employee Performance Appraisal technique. HR Department initialized Management by Objective (MBO) as the present EPA method in year 2014. In this report at first I gave introduction and methodology of my study. Then in next chapter I gave company’s profile. Then I gave a theoretical framework of my topic where I tried to give the core information about performance appraisal. The next chapter is about the employees’ performance appraisal of TSS Corporation where every aspect of performance appraisal methods that practiced in TSS Corporation is discussed. In this report I gave major finding about the EPA method of TSS Corporation and recommended some steps to improve their existing methods of TSS Corporation

Currently TSS Corporation is through this method employee will get to know the feedback from their supervisors also they can involve themselves at the process of judgment. It is not like the Annual Confidential Report method, this method will give the employee access to their

performance appraisal system. The main them of MBO is to set a future goal, take actions according to attain to goals. One of the most important session of MBO is to match up the employee actual performance with pre-set standards.

TSS Corporation is now following the MBO method due to some major limitation comes from ACR method. It has made possible the appraisal procedure with objectivity, clearness and improved communication.

Another major change in management that took place is implementation of Automation process in the EPA process. By an updated EPA system TSS Corporation is determined toward attainment of goal. Challenges come about proper execution of MBO method in EPA system. Automation procedure may have problems if not controlled appropriately. Sufficient staff with proper awareness about MBO method with overall EPA system. By positively and efficiently meeting the challenges, TSS Corporation can achieve competitive advantage.



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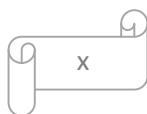
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1. Introduction

Economy of Bangladesh is motionless existing to get free from the world's most undersized economics. Though there are comparatively strong economic enlargement over the past decade, asset environment limitations, deficiencies in power and transport communications and an solid authoritarian environment have prohibited Bangladesh from attaining superior development.

Bangladesh retail business is rising at an remarkably rate because of country flourishing economy. More significantly, several set-up of retailing are receiving position, representation that the business is attaining a new level of sophistication. Importing policy of Bangladesh now a day's made it easy for many companies to be the sole distributor of many global products.

These suppliers have to face many challenges to make it possible for them to be in the part in the competition of the market. To overcome the challenges successfully, companies will need to employ powerful human resource, technology and globally recognized service solution.

In a company there are many division like marketing, accounting, sales, service, human resource. one of the most important activities are HR activities. Human Resource activities include human resource planning, recruitment, compensation and benefit, performance appraisal, training and development, industrial relation.

1.1.Origin of the Report

MBA is a program that will help to give the practical knowledge about the business administration through theoretical terms. This is the base of more enlightening ones knowledge. One semester internship program is reserved to provide business students also professional job holder students an orientation to a real life business situation in which all can be observed and evaluate the way of using and apply the theoretical concept in to real life, which remained educated in the classroom. As student of business admin section, I have chosen to done my internship in a private company. I got the chance to observe and practicing the practical knowledge by working in a private company as an office executive; *"TSS Corporation"*. My internship topic is *"Employees' Performance Appraisal Methods of TSS Corporation"* and it was assigned by the supervisor .It was very challenging for me to finish the report on such an

important topic. But I have completed this report successfully, thanks to continuous supervision of academic supervisor Mr. Gouranga Chandra Debnath.

1.2. Background of the Study

The report has been made on base of a private company named TSS Corporation in Bangladesh. This report has made upon the information of that company. This study titles ‘Employees’ Performance Appraisal of TSS Corporation. Employees’ Performance Appraisal (EPA) is an method of evaluating employee task performance. This is the way of evaluating individual and team task performance. This report is prepare to give attention to the important facts of performance appraisal with giving more importance on Employees’ Performance Appraisal Evaluation Method, past practiced methods for EPA , strong point and weak point of current EPA method and improved way of taking steps to progress the situation of EPA system of TSS Corporation.

1.3. Scope of the Study

This report has been prepared through observing and discussing with employees, clients and officers and on the information gathered from the annual reports of TSS Corporation. I have got the great opportunity to have an in-depth knowledge of the Employees’ Performance Appraisal Methods of TSS Corporation.

1.4. Objective of the Study

The study has been undertaken with the following objectives:

1.4.1. Broad Objective

The main purpose of this report is about is to explore the Employees’ performance appraisal methods of TSS Corporation.

1.4.2. Specific Objective

The specific objectives –

- ✓ To know the performance appraisal methods of TSS Corporation.
- ✓ To analyze the way of practicing those methods.
- ✓ To find out the impacts of using performance appraisal methods.
- ✓ To identify the problems in performance appraisal methods of TSS Corporation.
- ✓ To suggest some possible recommendations to overcome the problem relating to performance appraisal methods of TSS Corporation.

1.5. Methodology of the Report

This report has been ready on the idea of working expertise at that company. This study wants primary and secondary information each. However particularly emphasizes on primary information. Each quantitative & qualitative analysis strategies are going to be adopted to gather primary information.

1.5.1 Population

The total employees of TSS Corporation are approximately 32 in the head office. Most of the information is collected from the employees. It is not possible to collect information from all respective employees because of time limitation and secrecy maintenance. But the information are collected by choosing 20 employees from different desks also the observation.

1.5.2. Sample of the Study

20 employees had been selected from the head office among which 7 people are from HR section, 4 people from accounts section, 4 people are from technical section, 3 people from

marketing section, 2 people from foreign exchange. It was assumed that these people will be able to convey their performance appraisal related information that they have faced before.

1.5.3. Source of Information

The sources refer to the origin from where we have collected all information. The reliability of the report depends on the source of information. Both primary & secondary source of the report writing is mentioned below:

1.5.3.1. The Primary Sources

For collecting primary records, the respective officer(s) had been requested to get raw information about performance appraisal. Others are like

- Communication with the HR head
- Direct communication with the HR employees
- Contact on different desk of the office
- File study
- Interviewing the office representatives
- Observation of one of performance appraisal session

1.5.3.2. The Secondary Sources

- Annual Report of TSS Corporation
- Prospectus of TSS Corporation
- Company Websites
- Internal Records

1.6.Limitations of the Report

To prepare the internship report some barriers had been faced which are described below-

- ✓ Hassle of time changed into a chief constraint in making a report.
- ✓ It turned into too restricted to cover all of the company area. Some areas could not be mentioned in the current study.
- ✓ Lack of comprehension of the respondents turned into the major problem that created a variety of confusion regarding authentication of conceptual question.
- ✓ Another drawback of this report is company policy of not disclosing some information and data for observable reason, which could be very much useful.



2. About TSS Corporation

TSS Corporation is one amongst the quickest growing Survey, Civil and Electrical Instrument importer and Retail provider in Bangladesh. They have started their journey in 2005. They have pride of themselves to provide their customers with the quality and range of products and services. In a very short way of time they are well known for their good service to the civil engineering, surveying and construction industries and also they are committed to provide their clients by accumulating original, innovative and improved products, solutions and services. With the best after sales servicing support they are most remarkable company to their customers. In a very short time they have already achieved the trust of the clients for their high competence, best product quality, realistic price, rapid service, innovation & improvement of technology. The expert engineers are always dedicated to improve the company. Their products which they import are manufactured and designed based on the latest survey situation of Bangladesh so that those are appreciated from many corners of our valued customers.

2.1. Vision of TSS Corporation

To be the leading equipment supplier in every industry we serve, and offer products and solutions that constantly offer value in terms of price and quality.

2.2. Mission of TSS Corporation

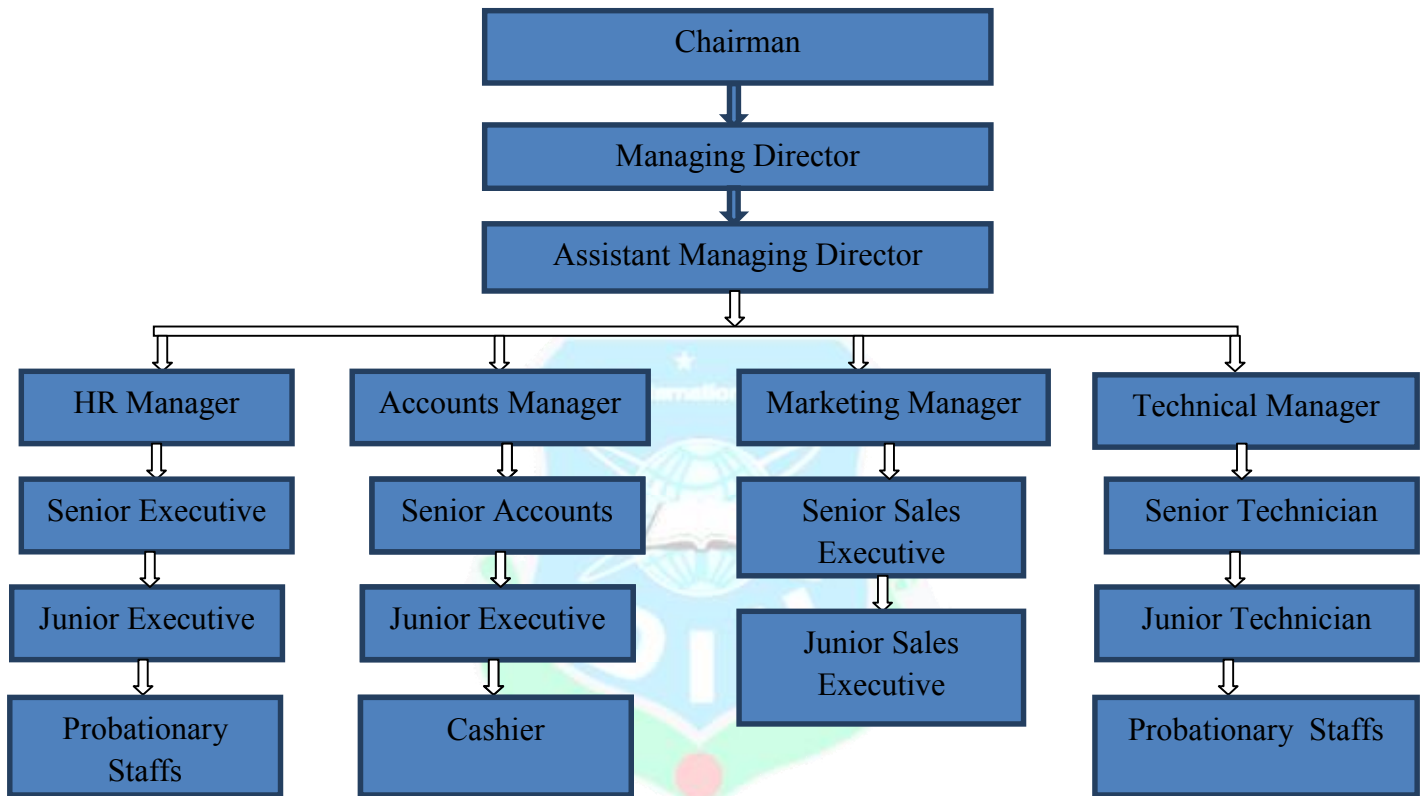
To be an active partner in the technological development of the country by promoting the state of the art technology with a commitment to achieve excellence in education, research & industry.

2.3. Values of TSS Corporation

TSS Corporation believes in providing quality by considering customer's demand and expectation. Nonstop modernization and enhancement is the main intention of the organization by focusing the customers and tries to keep up the fairness and transparency in all aspects.

2.4. Organizational Structure and Department

Hierarchy of TSS Corporation:



3. Employees' Performance Appraisal (EPA)

Employees' Performance Appraisal (EPA) is an assessment procedure of a worker through relation to his/her task presentation. One of the most proper ways to judge individual and group task performance. The assessment measures abilities and activities with sensible exactness and consistency. It will give some mode to assist for recognizing parts for performance improvement and toward assist support skilled expansion. EPAs actively engage workers to know expectation from them. First an approved goal is been selected and the worker are bound to perform according to this and each workers are responsible for his/her task performance. It is know as one of the most important way of performance judging and a great way of making good relation with the supervisors and the subordinates.

3.1.Purposes of Employees' Performance Appraisal

One major objective of an assessment method generally to evaluating performance, potentiality-categorizes exercise and job development requirements. In addition, assessment method might be used to conclude if workers would get a part of monetary remuneration designed for their performance.

Performance Appraisal is often finished by following objectives in mind:

1. To keep proceedings so as to see reimbursement packages, pay arrangement, salaries raises, etc.
2. To sort the strong point and weak point of workers to put exact person on exact job.
3. To keep up and judge the prospective there in a person for more enlargement and progress.
4. To supply an opinion to workers concerning their performance and connected position.
5. It is the base of operational practice of the employees.
6. To evaluate and maintain the promotional and other training programs.

3.2. Advantages of Performance Appraisal

Performance appraisal is associated investment for the corporate which may even have the following advantages:

1. **Promotion:** Performance Appraisal assists the superintendent to draw out the promotion programs for proficient workers. During this regard, unproductive employees can be fired or demoted just in case.
2. **Compensation:** Performance Appraisal assists in chalking out payment packages for workers. Merit rating is feasible throughout performance appraisal. Performance Appraisal always tries to give what's worthy to a performance. Compensation packages that embrace bonus, high earnings, further reimbursement, allowances and pre-requisites are reliant on performance appraisal. The standard ought to be plus point instead of position.
3. **Employees Development:** The methodical formula of performance appraisal helps the supervisors to chalk out the training strategy and course. It assist to consider the potency and weak points of workers in order to that new jobs be able to be deliberated for efficient employees. It additionally helps in framing upcoming growth programs.
4. **Assortment Validation:** Performance Appraisal assists the superintendents to know the soundness and significance of the assortment system. The superintendents appear to identify the legitimacy and thus the potencies and weak points of assortment procedure. Upcoming transforms in assortment techniques can be made of in this consider
5. **Communication:** For an institute, efficient communication among with staffs and boss is very significant. All the way through performance appraisal, communication may be explore for within the following ways:
 - a. Throughout performance appraisal, the bosses are able to know and accept proficiencies of subordinates.
 - b. The subordinates can even perceive and make a faith and poise in superiors.
 - c. It conjointly assists in keep pleasant and friendly employment management association.
 - d. It expands the strength of job and increases the confidence of employees.

All the above factors ensure effective communication.

6. **Motivation:** Performance Appraisal serves up as a motivation apparatus. Through assessing performance of employees, a person's competence may often indomitable if the objects are attained. This exceptionally sound stimulates someone for enhanced work and assist him to advance his performance in the prospect.

3.3. Benefits of Employees' Performance Appraisal

Employee's Performance Appraisal process has some benefits which are given below:

- Set a viable goal for the human resources
- Improved managing method by noticeably indicating the goal and evaluating the improvement.
- Make possible of unbiased in reward method.
- Improved communication strait.
- Shaping the necessitate for recruits training and development
- Forecasting the performance of a employment candidate

3.4. Who and When the Employee's Performance Appraisal Conducted?

Employees' performance appraisal is a vital portion of performance management of an institution. Human Resource department usually carry out performance management. Performance management techniques embrace the actions and procedures espoused through institute inside expectancy of humanizing worker task presentation also institutional presentation. Therefore, performance managing is the process that carried out by both managerial points, the entity level as well. In managerial stage, performance management supervises managerial performance and match up to current performance with organizational performance ambition. The attainment of those organizational performance goals depend on the performance of the entity directorial associates. Consequently, evaluate entity worker performance will convince as important management of performance method in favor of HR and company. The performance management process starts on the guidance within institution generating an

management of performance strategy. Primarily, organization presides over performance by pressurizing worker performance contribution (e.g. training programs) and by given that comment using result. Performance Appraisal procedure can capable toward update workers concerning company's ambitions, main concern, with potential as well as the amount contributory for the company. Here isn't resolute system concerning the occurrence or instance of the appraisal procedure. It will be six monthly, periodical, and twelve-monthly also whatever rate of recurrence so as to organization assume essentially. EPAs are performed at least per annum, and yearly employee performance assessment comes into view to be the ordinary in a good number of associations.

3.5. Distinction between Ancient and Trendy Approach of Appraisals

Categories	Traditional Appraisals	Modern, Systems Appraisals
Guiding Values	Individualistic, Management Minded, Documentary	Systematic, Developmental, Difficulty solving
Leadership Styles	Directional, Evaluative	Facilitative, Coaching
Regularity	Rare	Regular
Rules and Regulations	High	Low
Rewards	Individualistic	Grouped, Organizational

Table3.5. 1: Showing Distinction between Ancient and Trendy (Systems) Approaches of Appraisals

3.6. Information Assortment Techniques Used to Accumulate EPA Data

There are 3 major systems are using for gather employee's performance appraisal information: objective production, personnel, and judgmental evaluation.

✓ **Objective Production**

The objective production technique includes straight however restricted, procedures like trade statistics, manufacture statistics, the electronic performance observation of information, staffs, etc. The measures basically assess performance that will depend on the job and its duties.

Though those measures pact with definite criterion, they're typically shortened as of criterion infectivity and criterion deficiency. Standard infectivity allows that the changeability of performance will happen for the factors forward of worker's power. Standard scarcity is the actuality to amount of invention doesn't unavoidably show superiority of the goods. For that biasness unaccomplished results will come out from the information that were collected.

✓ **Personnel**

The personnel process refers that following up of extraction manners (i.e. non-attendance, mistake). The majority of companies think about not to be excusable nonattendance meter of dispossessed job performance, also different features are equivalent. However it can be matter to reason scarcity.

Amount of an worker's nonappearance won't be a sign of how committed they might be toward their works also their responsibilities. Due to this motive, soundness of that technique is uncertain.

✓ **Judgmental Assessment**

Judgmental assessment deemed as set of techniques. One usual comes up for attaining helpers in way of raters. Some common methods are described below:

Graphic Rating Scale: Graphic rating scales one of the foremost universally known methods of Performance Appraisal. On some various reasons, inferiors are being reviewed on 'how much' of that reason or feature they own. Normally, five score or seven score scale rating is used but, there exits several of like twenty score scale.

Employee-Comparison Methods: Instead of inferior are getting evaluated in opposition to set up standard, they are match up to each other. The technique shows theme to nimbus consequence the forced-distribution process was better to outsized teams of rater. Score giver assesses every inferior's single/several also after that position every inferior in a five to seven sort standard allocation. System of highest-ranking categorizes 15% lowly performing inferiors and discharge them leaving 80% top performing inferiors.

Behavioral Checklists and Scales: Superintendents trace performance behavior of what they decided to review job performance appropriate and maintain a consecutively total of first-class and terrible performance behaviors. Argument on performance might after that go after. The behaviorally anchor rating scales (BARS) mixes a vital happenings technique with score level techniques ways by marking performance on a level however by size scores are affixed by behavioral events.

3.7. Employees' Performance Appraisal Process

The first and foremost starting step for EPA process is to decide the specific performance goals. An appraisal system cannot successfully give out each preferred purpose, thus organization might choose the exact aims which consider as mainly vital and practically attainable. The method company selects should exclusively gather its preferred objective. Too several employee's performance appraisal method not succeed as a result of management be expecting many from single technique and don't decide exclusively by which needed to be system complete.

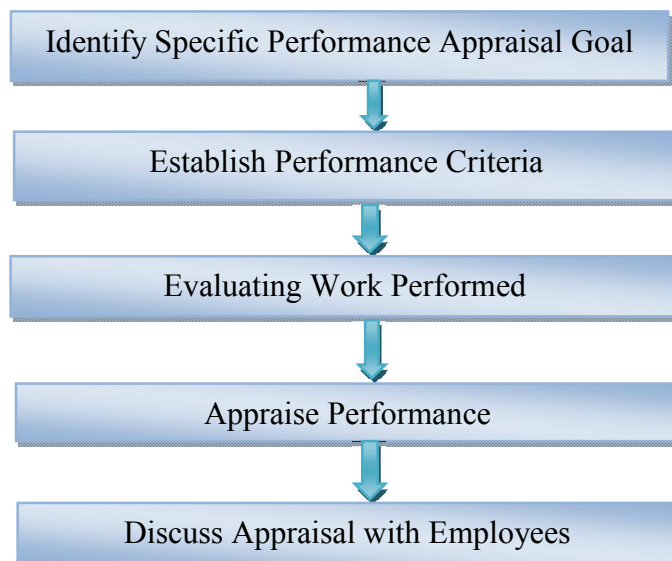


Figure 3(a): Employees' Performance Appraisal Process

After that the after that stage in this continuous sequence continues with set upping performance criterion (standards) and commune these performance expectations to those apprehensive. Afterward the job is being performed and the superintendent evaluates the performance. At the ending of appraisal stage, the evaluator and the worker jointly assess job performance and appraise it in opposition to set benchmark. The preview assists decide how fine staffs contain meet those principles, decides causes in favor of deficiencies also build up a plan for solving those found troubles. Goals are setup to follow assessment episode, and the sequence reiterate.

3.8. Employees' Performance Appraisal Methods

Managers could between from a various amount of appraisal techniques. The kinds of employee's performance appraisal scheme depend upon its intention. If the main importance is on choosing community for promotion, training, and salary increment, ancient method, say for rating scales might have the appropriateness. Collaborative ways, as well as input from the staffs themselves, might persuade to be a lot of appropriate for developing employees.

3.8.1. Annual Confidential Reports

During a definite phase, a supervisor arranges yearly private reports for every inferior who inform to him. In the reports, he/she discuss regarding the strengths and weaknesses of their employee performance in the last year. Thus the report is charted and documented by the HR section and give it to the management for making a decision on the employees' future opportunities in the organization. The problems are that the employee are not able to get the chance for their improvements on his/ her performance because report is being reserved confidential.

3.8.2. MBO Method

Management by Objectives (MBO) is methods of setting targets inside a institute at which management and their employees concur to the targets as well appreciate their required for doing inside the institution in order to acquire those objectives. Management by Objectives classify

responsibilities and tasks for workers and facilitate out them figure out their execrate course of action in the organization. It is an interactive way that supports employees' to participate in the goal setting procedure. Management by Objectives directs the employees to give out their best and attain the aims surrounded by the settled time casing.

3.8.3. 360-Degree Feedback Evaluation Method

The 360-degree feedback assessment technique is a widespread EPA process which involves assessment contribution from numerous stages inside the firm as well as outside resources. The 360-degree method is contrasting ancient performance appraisal, which gives staffs among responses merely from superintendents. During this process, folks all round the rated workers can give ratings, which may includes superior managers, the employee by himself for herself, superintendents, subordinates, peers, group members, and inside or outside customers. As several as ninety percent of chance 500 corporations utilize a number of type of 360-degree feedback for either workers assessment or advancement. A lot of corporations use results from 360-degree programs not only just for predictable purposes however conjointly for succession setting up, guidance, and professional improvement. Not like ancient approaches, 360-degree feedback focus on ability that needed crossways organizational limitations. Moreover, by changing the accountability in support of assessment to additional than single person, a lot of the frequent appraisal mistakes be able to condensed or abolished. Software systems are accessible to allow managers to provide the ratings rapidly and suitably. The 360-degree feedback technique might give a further purpose appraise of a someone's performance.

3.8.4. Rating Scales Method

Rating scales method is an EPA system that rates staffs on the basis of EPA definite features. By this system, evaluators documented their opinion or evaluations regarding performance on a scale. The staffs consistent with the scale that embraces with many scales, usually 5-7 in number, outlined by adjectives like defined factors. Outstanding, meets expectations, or needs improvement. Though systems usually offer a general degree of rating, the method generally permits for the utilize of more than one performance standard. Rating scales method is extremely well-liked for the reason of its simpleness, which allow rapid evaluations of several employees. once ratings are calculated, the technique makes easy for judgment of employees 'performances.

The factors selected for assessment are classically of two kind: job-related and personal characteristics. Job-related factors embraces quality and quantity of job, while individual factors embrace such behaviors as interpersonal skills and characters, like flexibility. The evaluator complete the outline by representing the amount of every aspect that is mainly appropriate for the worker and his or her performance. After that those rates are transformed into grades or points. In case of intense rating, evaluator also may add remark by supporting his or her rating.

3.8.5. Critical Incident Method

The critical incident method is an EPA method which needs observance written records of extremely optimistic and adverse employee job events. Once such associate action, a —critical incident, influences the section’s efficiency considerably, both positively or negatively and that will be written by the manager. The rater make use of these records beside with additional data to appraise employee performance at the end of the appraisal period. By this method, the appraisal will be possible to cover up the whole assessment period and will not focus on the past few weeks or months.

3.8.6. Work Standards Method

Comparing each employees’ performance to a prearranged benchmark or predictable stage of outcome is called the work standards method which is also an EPA method. Benchmarks reflects the usual outcome of an average employees working at a normal tempo. Organization may concern with these work standards to almost all types of tasks, but production jobs usually given more priority. An noticeable pro of using benchmark as appraisal criterion is objectivity.

To know the standard are objective the employees must need to know clearly what the objectives are and the way it will meet the standards. Management should give details for the justification for any type of changes occurs to the standards.

3.8.7. Ranking Method

In a ranking method employees are ranked by their performances. Say as best performer will stand in highest rand and least performer will stand in lowest. This practice is repetitive until all employees are ranked. A complexity happens when all individuals have been performed in similar levels. Balancing contrast is a difference of the ranking method where the performance of every employees are being compared with that of every other employees in the group. Every

single criterion will be counted as the factor for ranking like overall performance. Employees will get highest ranking if they get the favorable marks.

4. All Employees' Performance Appraisal in TSS Corporation

Working as an office executive in HR Department for the last few months, got the chance Employees' performance appraisal project. That chance helps my knowledge to capture some important findings about their EPA process. TSS Corporation before used Annual Confidential Report (ACR) as their EPA method. In 2014, HR Department has taking step to use Management by Objective (MBO) as the current EPA method.

4.1. Authoritative Body for EPA in TSS Corporation

Employee's Performance Appraisal has been done almost every stage of subordinate-supervisor correlation. Every superintendent continuously guide and supervise his inferior's task performance. This is an casual form of assessment. At the time of formal assessment the authorities are from the HR Department which is considered as the main task of HR Department. The appraisal is done annual basis under the supervision of HR. Divisional or Departmental wise supervisors are authorized supervise their inferior. Moreover the direct superintendent of the evaluator has the judgment to re-appraise the appraisal. Last of all, Employee Performance Appraisal Review Committee obtains to assess the appraisal form for official endorsement.

4.2. EPA Review Committee of TSS Corporation

The Committee are managed by the highest authoritative body in favor of Employee Performance Appraisal. This committee is including of senior executive of the association as like Managing Director, Assistant Managing Director, and Departmental Heads. Managing Director is get the position to get the supreme authority of employee performance appraisal at this committee. The committee then collects the data from all employee appraisal forms after they get appraised. After that forms are being previewed to make important adjusting. Final round approve the form as evaluated.

4.3. Earlier EPA Method used in TSS Corporation

✓ *Annual Confidential Report (ACR):*

Annual Confidential Report (ACR) is called one of the oldest forms of appraising employees. Most of the government organization uses this method. A private report is made on the inferior's performance by his direct superior. The name of this method came from the way the supervisors keep private their judgment and report. Usually, confidential report cover up a restricted array of portion say for the employee's strong points and weak points, his/her main failure and successes; data about his/her individual qualities and behaviors. Basically a private report is the thought of the higher regarding their subordinates. Bangladeshi many companies utilize the technique for evaluating their workers performance for many years chiefly much government. TSS Corporation used that previously. In this technique, an evaluator or superintendent appraises an inferior by way of respect to definite criterion concerning his/her job performance. The standard that is utilized for appraisal integrated personal characteristic, task performance, job achievement and so on. This appraisal report was merely available for the superintendent or relevant head, but whom the appraised employee reports, had no access to the report. The report worked as a base for additional incentive or improvement judgment regarding worker. This method was widely used method but now most of organizations have executed MBO technique as assessment technique. TSS Corporation recently shifts their ACR method to MBO method.

Restrictions of ACR:

ACR method has some disadvantages that's why TSS Corporation has switch their method of appraisal. Some restrictions of annual confidential report are given below -

- Perception of output in industrial area is go through a enormous transform. Even as a straight line directive management system was considering as the finest technique intended for dynamic utilization of work force, which will replace by conception of interactive management system. According to study which prefer to interactive management system only for the reason that will help to give more from the employees

and this will grow up the productivity. ACR method depresses worker participation also obstructs output of workers.

- According to its name, employees are not able to receive their feedback because of its confidentiality.
- Basically this supports dictatorship, nepotism dishonesty since the superintendent's part.
- This will give workers among chance to conflict with some adverse appraisal for them.

4.4.Current Method used in TSS Corporation

✓ Management by Objective Method (MBO):

At present TSS Corporation is applying new way of appraisal which is more effectual named Management by Objective (MBO) or 180 Degree method. This method helps to give the employees feedback also involve them to process. It is different from ACR method because the result makes sure clearness via given the workers accessibility toward their personal assessment. The fundamental nature of MBO is to make target then preferring track of procedures and verdict building. One most important part of MBO is make comparison and measuring the employees actual performance with the pre-settled standard. Preferably, at this method employees know what are the benchmarks, where the need to go, what actions are preferable to achieve the settled goal. Due to definite limitations TSS Corporation had shifted their method ACR to MBO method in 2014. It has helped the judgment process with ability to see things without prejudice, clearness/open honesty and better communication.

Pros of MBO Method:

Following the way of thinking of Management by Objectives (MBO) is designed for workers to enclose a apparent accepting of the task and required responses anticipated of them. After that employees are will be able to know what action are needed to achieve the organizational goals. In contrast to this, it will help to achieve individual targets of every worker as well. Pros of MBO are as following:

- **Motivation:** As MBO deals with goal setting to goal achievement process with their employee, this will automatically give motivation to their employee as they are involving in goal setting and this will give them job satisfaction.
- **Good Communication and Coordination:** Frequently observation of preview and connections among superintend and inferiors will facilitate keep up harmonious associations inside the organization and conjointly helps to resolve many troubles.
- **Dedication to Goals:** Inferior are likely to comprise a superior trustworthiness to goals they place for own than forced by other. Boss be able to make sure so as to goals of the inferiors be connected toward the institute's goal.
- **Better Control:** Every worker straightly engrosses through the background of the aim allocated to the employee. As a result he/she obviously knows the goal. In case of any mistake, the blame can be evidently consigned. It secures good way of control of within the organization. It make sure clearness and efficiency.

4.5. Employees' Performance Appraisal Process of TSS Corporation

Even though worker assessment is completed during each stage through the institute but this was HR section which approves whole EPA procedure. Particular moment within an exceedingly year, procedure was conceded out. Employees' recent job or assignment close is put on high main concern in appraisal procedure. It is a extended range and extensive process. HR section

provides high concern in this action. The procedure initiates throughout set up of aims and ends with proposal support on appraisal score.

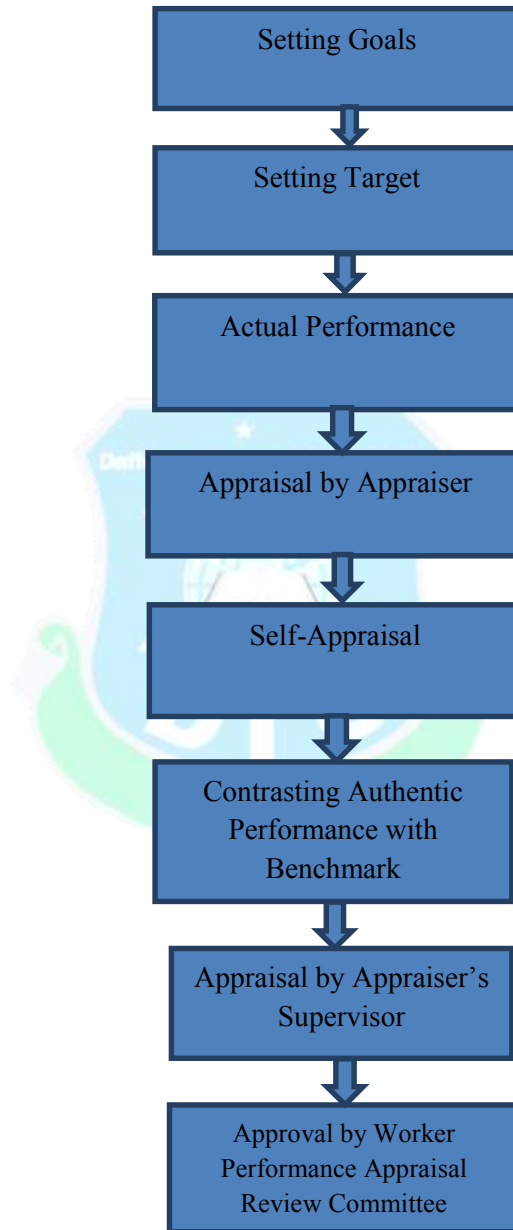


Figure 4(a): EPA Process of TSS

➤ **Setting Goal:**

MBO technique is stands on the center conception of interactive management which helps to make employees involvement in the organizational goal. The goal is set upon the interactive communication between the supervisor and the subordinates and this goal is for entire company. Each aspects is equally accountable for moving towards the goal. Consequently this all-purpose goal is next distributed to every section. Throughout this distribution, a argument takes position among the worker and superintendent concerning though the distribution was workable by the worker. According to the topic, aims are been settled then distributed to every section.

➤ **Setting Targets:**

Targets will be selected for every section after the aims are to be set. In every section of the organization employees are responsible for fulfilling the goal. Lastly aims are allocated to the workers within several sectors, similar to-

- ✓ Sales goal
- ✓ Import goal
- ✓ Export goal
- ✓ Service target
- ✓ Operating Profit goal



Interactive process will help to set these targets. Target-goal set procedure may exemplify throughout exemplar- Say, profit target of operating portion for the company have to put at 1crore at that present monetary year. Then this goal of target achievement should allocated to each department of company. This target of operating target should be all each department and the departmental wise the target will be allocated to every employee. For example an employee the target is at tk. 1,00,000. Then the employees are appraised on the basis of the target fulfillment.

➤ **Actual Performance:**

Formerly the entity goal for employees is to be settled and every worker works toward attainment of the target. This target will be the instruction for their job agenda.

➤ ***Contrasting Authentic Performance with Benchmark:***

After that workers' authentic performance is measure up to with their set target. The contrasting is done within some section.

- ✚ Sales
- ✚ Export
- ✚ Import
- ✚ Service

With the view of this stage company can able to know the performance of the employees.

➤ ***Self-Appraisal:***

Subsequent to assessment of real performance considering to aim performance an worker will self-rates performance. He/she rate him/herself for each targeted objective. This assessment is about employees self rating of his/her own performance compared to the target. Only business target should be considered at this point. worker's individual personality will considerably have an effect on institutional aims will get priority. also workers conformity by intersystem, guideline and several respected body is also measured for appraisal.

➤ ***Appraisal by Appraiser:***

The worker evaluates themselves, base of definite reasons. Next of self-assessment, evaluator assesses the worker on the similar stuffs. That assessed ranking may dissimilar as of the self-assessment. Evaluator assesses worker both qualitative and quantitative issues.

➤ ***Assessment by Appraiser's Superintendent:***

The form of evaluation is being submitted to the superintendent for make improvement. After that the superintendent check the form and make changes if required then signed it.

➤ ***Approval by Worker EPA Appraisal Committee:***

Last sanction expert will come through the Worker EPA Review Committee. Different division will give their assessment form to the committee section it. This committee systematically examines total forms and creates modifications consequently. During this modification procedure the commendation may be acknowledged with or without any change. Or it may be disallowed and fresh reference can be recommended and careful for application. Through this concluding authorization the worker evaluation procedure derives to its conclusion.

4.6. Performance Appraisal Format

Performance Appraisal format includes different part which are describes below on a sequential basis:

Component 1

Individual Information: Here the appraised person give their individual information which include name, join date ,birthday, promotion date, evaluator's name, evaluator's superintendent's name. main factors of this areas are the- Appraises Name, evaluator's Name and evaluator's superintendent's Name.

Component 2

Business Pace of Division: This component pact by common idea of business place of division of company previous and after joining of the division. It ease the purpose of the input of the Appraisee in the quantitative expression.

Component 3

Attainment of Business Target in Present year: The section investigates as well as assess the attainment of company aims by the Appraisee in recent year. Authentic performance then contrast with target performance. The allotment will alienated in 2 division- First of all it think about attainment of company targets throughout various segments like,

- Sales
- Export
- Import
- Service

Second of all think about the attainment of targeted revenue by the appraiser.

Component 4

Observance Report: The section examine the Appraisee's observance with inside and outside authoritarian necessities. Data for this report is offered by Inner Control & Observance Division.

Component 5

Competency & Leadership Quality: Here appraised person's ability and Leadership superiority is judges throughout below factor

- Business Sense
- Interactive Connection
- Leadership Excellence & Choice Building Capability
- Idea & Compel
- Group Management
- Imagination & Improvement
- Customer Affiliation
- Technical Acquaintance

Component 6

Final Rating: Final rating is done in this part depending on the previous evaluation part. Both the appraisee and evaluator rate here. Following the self-assessment, the assessed person will be able to place remark behind his rating.

Component 7

Suggestions of the Evaluator: Subsequent to rating the Appraisee, the evaluator recommends several suggestions support on last marking rewarded through the evaluator. The evaluator followed by have to remark in sustaining the judgment of his recommendations. After that the assessed person has the same opinion or differs with the suggestion recommended. In case of different opinion, he/she has to place on a solid argument for his/her different point of view. Later that the Evaluator's Superintendent accepts or reject the commendations suggested. Over he/she can adjust the recommendations and receives. He/she may add any more references by a remark.

Component 8

Business Objective for Next Year: Business goals for different business zones are settled in this section which based upon the final rating.

Component 9

Training & Development Recommendation: The Appraiser endorses definite essential trainings to be occupied by the Appraisee which will be depend on the last marking as well as whole assessment of that employee. The assessed employee may renovation the period which suggested trainings as they believe well.

4.7. Employees' Performance Appraisal Assessment Procedure

Assessment technique to an excessive degree rest on the way worker performance is being assessed. Companies select as of amount of assessment methods. Also procedure selected through business mostly is determined by the reason of the association. TSS Corporation struggles for confirming an objective, effective as well as complete assessment method to direct staffs in the direction of the organizational aim via a communicating and active system. The organization attempts to attain the aim by active utilize of MBO procedure. When workers will be marking based of definite standards, they are formerly been assessed. The entire assessment was finished taking place the scales of Hundred Marks. These entire marks are spread in various classes

Phase 1: Assessing the gained business targets (marks-50)

At the stage assesses a employees' performance based on attainment of objective organizational goal. The investigation will complete again on two sections.

- Attainment of organizational target (various sections)-scores 30
- Attainment of organizational target (Organizational Operation Profit)-Scores 30all that employee need to accomplish a targat various segments. Scores distribution for that part is 20. The parts include-
 - Sales
 - Import
 - Export

➤ Service

The supreme allotted scores to every segment were 5. A worker self rating their situation depends base of ratio accomplished of the objective allocated to them. After that superintendent evaluates depends on similar measure.

After that worker is assessed on the base for them involvement in entire functioning profit. This section is distributed 30 marks out of 50. The proportion of revenue received with respect to the targeted revenue is formerly appraised.

This entire 50 marks assesses an employee's attainment of organizational target allotted to that individual.

Say , worker's target is given below:

Sales TK.30000

Service TK. 25000

If he be successful to achieve 80% of sales and 60% of services after that their proportion of target accomplished is-

Sales TK. 30000 (70% of 30000)

Service TK 14000 (50% of 25000)

If they have no extra targets in another sector, then the marking will be given out of 30 in following way-

	Target	Percent	Scores	Actual Performance	%	Marks
Sales	30000	100	5	30000	80	4.8
Service	30000	100	5	14000	60	3.6
Export	0	0	5	0	0	0
Import	0	0	5	0	0	0
Total			30			8.4
Change of scores(depends on figure of part the targets are given) (8.4/12)*30=21						

So, the mark awarded to the appraisee is 21.

Phase 2: Assessment of Fulfillment (marks-10)

The phase reflects a worker's obedience by inner manage method, instructions, rule, by laws and passivity influence. Evaluated data in this section will be providing by Higher Authority, Inner manage & observance partition. Base on data the worker is evaluated.

Phase 3: Assessment of Capability & Leadership Ability (marks-40)

One of the critical assessment part is Worker's leadership excellence ability is assessed by measure of 0 to 5 points. The scales indicating-

Points	Indicator
5	Outstanding
4	Very Good
3	Good
2	Average
1	Below Average

Assessment is complete by 8 standards that are qualitative in character also which mostly shows the features on a worker influence considerable result in the company. Subsequently a worker should be marked him/herself base on definite standards, their superintendent assesses them on similar standards.

Phase 4: Final Rating

At that phase outcomes are coming from phase 1, 2 and 3 which combined also concluding rate will be given. Established base of scores, evaluator will give score in percentage figure to the appraise:

Indicator	
Outstanding	80% / above
Very Good	70% ≤... < 80%
Good	60% ≤... < 70%
Average	50% ≤... < 60%
Below Average	Below 50%

At self assessment, the rating may be tracked by appraisee's remark on their rate, about several issues they contemplate because limitations to accomplishment of their goal.

Phase 5: Suggestions by the Evaluators:

Depend on concluding mark, evaluator suggest several initiative steps will takeout for evaluated employee. Some steps are-

- Suggestion in support of yearly increase
- Suggestion for encouragement
- Suggestion to Faster promotion
- Deprived of promotion, requirements additional growth
- Deliberated for alternative task

Above three references specified which are optimistic suggestions, other two are pessimistic suggestions. Suggestions will be depend on rating which are given below:

Rating	Recommendation
Outstanding	➤ Yearly Increase
Very Good	➤ Promotion
Good	➤ Enhanced Promotion
Average	➤ Requirement For Growth
Below Average	➤ Consider for one more task

4.8. Difference in EPA Procedure in TSS Corporation

Assessment Procedure is added/ fewer similar through the association. Differences may realized respect to certain situations. Such differences are given-

4.8.1. Headofficevs.Branch:

Branches compact withclients in a morestraight method thanHeadOffice. All over once more dealings will administered in theBranches. On the other hand Head Office, pacts by strategy application, obedience, as well as another regulator connected actions. Forthese dissimilarities in working distinctiveness, assessment procedure inBranch andHead Officealso has the dissimilarities, however very marginally.

Branch employees have to maintain a better targetin terms of corporate zone also functioningprofit. These employees were more accountable forcarry aboutmore sales, services and operating profit. Thispresents in assessment valuation procedure in where50% marksis

allotted to this portion. HeadOffice personnel haveless targets in relations of corporate actions. As a consequence, the marks assigned for corporate activities are fewer than branch.

4.8.2. Differencesn Employeelevel:

A association have verity levelof workers forseveral groups of work. Notall workers ensure identical way of job. Thus evaluating every employee in equal standards is not feasible. An Administrator and a CashOfficer fixes with very unusual kind ofjob. By way of theirjob varies, thus would be theirappraisal method. Forthis dissimilarity happens.

Competencybased Assessment: Aimed at daily-job employees likeCash Officer, OfficeAssistant and sch, capability built upon appraisal is being used. Itis not that much dissimilar fromthe ongoing base appraisal technique. These workers are also allocated for certain partial targats, other than they were notthe base for their assessment. Reasonably workers through such job requirement are assessed on the base oftheir definite systematic job capability.

Traitbased Assessment: The technique is used for assessing Support Staffs like-Security Staff, Office Associated, Driver andsuch. None aim will allotted tothem. They were only assessed depend on of theirpersonal characters and manners also onhow fine they will booming on tasks.

4.9.Auotomation in EPA Method in TSS Corporation

Entire procedures of worker assessment have continued in conceded outin amanual method. Nonetheless manual way has some lacks which eventually pressured the efficiency of that assessment procedure. That procedure of each endorsement appearance needs evaluation by immediate administrator and appraiser's supervisor. After these required signature and permitted by each associated party. Lastly review comittee requirements toward assessment of all thefiles. Maximum of the period worker private records are too measured for valued infrmation concerning worker. This entire procedure develops a very long when complete manually. Automation can resolve this problem.

TSS Corporation has been newly taking steps to automate the assessment method. An software name ORBIT which established to perform the assessment procedure via automation. This inventiveness is predictable for –

- ✚ Rise efficacy of human resource and other areas of the association
- ✚ Reduction of cost as reduction employee requirements
- ✚ Save time
- ✚ Growth of employee productivity in work
- ✚ Ensure clearness in work
- ✚ Ensure justifiable reward systems

4.10. Weak Points of the Presented EPA Method

MBO technique was accepted since of it various advantages. Although there presents definite restrictions that may create risk to its effect. The weakpoints are given below:

- A good application of any procedure requires skilled workers for apply the technique. Nevertheless every worker isn't appropriately practiced the procedure. But most people are not aware of all the advantage and disadvantage of the procedure.
- TSS always has a tendency to raise goals. If these are too high, employees become frustrated for not able to achieve those goals.
- The automation procedure requires an improved amount of workers, put together of what make very challenge full to the organization.
- Still the technique was collaborating technique and reflects the opportunity for considering worker's view in set target, it may still face the problem of line of authority.
- Moreover the superintendents 'assessment disables more than the assessment of the inferior. This obstructs the independency of the procedure to several instances.

- Application of this latest technique will face confliction as of a big segment of the worker. This confrontation may have the effect from the absence of suitable familiarity about MBO process.

5. Summery of Main Findings

Some of main findings are given below:

- Though MBO replace the EPA method of Annual Confidential Report but it takes a few years to be effective.
- A good application of any procedure need understandable persons in the organization. Although every personnel may not that have qualification to cope up with process. Most of them don't even be aware of all the advantages and disadvantages of the process.
- All the way through auotmation have definite advantages likeas-lower cost, enlarged output, improved competence, clearness which are assumed to be achieved. But many employees of TSS CORPORATION are not familiar with this process yet.
- The top management is generally unwilling to carry the procedure of MBO in which their subordinate would obtain equivalent part.
- The importance in MBO system is on quantifying the goals and objectives. So some areas are difficult to quantifying and even more difficult to evaluate.
- MBO may be offended by subordinates because setting goals and objectives may be set unrealistically high.
- TSS Corporation only assess their employees on the basis of their goals and objectives that are achieved by them. This leads an employee to frustrations because an employee cannot achieve goals or objective every time. As a result they got transferred to another branch, they got demoted also sometimes they got fired.

5.1. Approach Suggestions for Development of EPA of TSS Corporation

Bearing in mind current state of affairs of EPA method of TSS Corporation has approached some suggestions for the assessment methods of TSS Corporation:

- ✚ EPA has to be made correctly well-informed about MBO method as well as the entire EPA procedure to every party related. Formal and informal communication between the employees at all level can be done for give awareness. This can reduce the resistance from the employees' part.
- ✚ Various in-house training, written guidelines, formal and informal training sessions might be arranged to reduce the gap of knowledgeable, qualified personnel about the automated EPA system.
- ✚ One of the most efficient way of applying MBO is permit to the top-level managers to clarify, direct and lead the programme. MBO cannot be executed properly devoid of top management support and assurance. MBO will be a tough task to managers. They must feel that the programme is important and will bring in results. The move from preparation for work to preparation for accomplishment of exact goals is not simple. Top level manager's support is a indeed tool to get success in MBO performance appraisal. Top management must create an environment where employees will feel free to be involved in overall EPA process.
- ✚ System should prioritize on those goals which can be quantifiable. Prioritizing those parts wherever goals cannot be quantifiable may lead failure to an employee for achieving that goal.

- ✚ MBO may be offended by subordinates because goals and objectives may be set unrealistically high. So goals and objective must be settled on the basis of their employees capabilities otherwise this may leads to frustration in their employees for achieving those objectives and goals.
- ✚ EPA evaluation procedure can take in definite other criterion as the basis of employee appraisal. This may include- assessing an employee's recent project or task performance. Employee's steady growth in case of performance can also be measured in a more specific form.

6. Closing Explanation

Significance of human resource to a company is incredible. A company by a active and effectual personnel definitely take pleasure in competitive advantages more than its participants. Distinguish the information; TSS Corporation have in use a appropriate choice to update their HR Managment method. Approving MBO process for EPA method isthe primary pace in the direction of it. The senior executive of HR department affirmed that, — “We are striving toward reaching what it called a ‘change management’. Approving MBO method for EPA method is surely the initial step towards it.”

Aoutmation in EPA is consider as an execlusive change in the management. During an proceed EPA system TSS Corporation is determined to accomplishment of its objective Auotmation procedure may have to handle challenges if not apply properly. Proper knowledge about MBO technique with overall EPA system is needed is required from the workforce. By effectively and proficiently summit the challenges, TSS Corporation can achieve competitive advantage.

Performance Appraisal (For the yearto.....)

Individual Information

(Fill up by Evaluated Person)

Section-1

1. Name:
2. Title:
3. Posting Place Name:
4. Date of Join:
5. Birthdates:
6. Educational Background:
7. Diploma(If any):
8. Evaluator Name & Title:
9. Evaluator's Superintendent Name & Title:

Rating of Performance

Outstanding	Gratly Succeeded Stanard	80% or Abov
Very Good	Exceded Standard	70%- Belo 80%
Good	Satisfactor	50%- Blow 70%
Average	Note Satisfactory	40%- Belo 50%
Below Average	Faild to Meet Standard	Belw 40%

The form will carryout for further promotion, bonuses, rewards for the evaluated person. Consequently Judges are warmly welcome to rate biaslessly.

.....

(Signature of appraisee)

.....

(Signature of evaluator)

Table 4.6.1: Showing Personal Data of a Performance Appraisal Format

Cealing Position of Division
(To be filled in by the Manager)

Section - 2

	Sales		Export		Import		Service	
	Aim	Real	Aim	Real	Aim	Real	Aim	Real
company position at time of taking charges								
company position at last year ending								
company position at this year in ending								

Signature of Appraisee

Signature of Appraiser

Table 4.6.2: Showing Business Position of Division of a Performance Appraisal Format

Achievement of Business Target in Year...
(Total Mark: 30)

Section 3

Business Area	Target	Achivement	% of Achievement	Self-Achievement	Supervisor's Appraisal

Achievement of Business Target in Year

Business Area	Target	Achivement	% of Achievement	Self-Achievement	Supervisor's Appraisal

Marks Allocation

100%	50
89%-99%	40
70%-79%	35
60%-69%	30
50%-59%	25
40%-49%	20
40% or Below	0

(Signature of Appraisee)

(Signature of Appraiser)

Table 4.63: Showing Achievement of Business Target in Years of a Performance Appraisal Format

Competency & Leadership Quality (Marks-40)

Section-4

Competency & Characteristics Parameter	Self- Appraisal					Supervisor				
	5	4	3	2	1	5	4	3	2	1
1										
2										
3										
4										
5										
6										
7										
7										
8										
Total										

Points Indicator				
05	04	03	02	01
Outstanding	Very Good	Good	Average	Below Average

(Signature of Appraisee)

(Signature of Appraiser)

Table 4.6.5: Showing Competency & Leadership Quality in a Performance Appraisal Format

Final Rating

Section-6

Parts		Self-Assessment	Superintendent
Section 3	Out of 50		
Section 4	Out of 10		
Section 5	Out of 10		
Total			

Appraisee's Comment About Self- Appraisal

Worker Performance Rating		
Outstanding	80% & Above	
Very Good	70% & Above but less than 80%	
Good	60% & Above but less than 70%	
Average	50% and Above but less than 60%	
Below Average	Less than 50%	

(Signature of Appraisee)

(Signature of Appraiser)

Table 4.66: Showing Final Rating & Appraisee's Comment about Self-Appraisal in a Performance Appraisal Format

Suggestion of Evaluator	
Section-7	
Suggestions	
1. Suggestions for Yearly Increment	
2. Suggestions for Promotion	
3. Suggestions for step up Promotion	
4. No Promotion, needs more development	
5. Measured for one more Project	
_____	_____
(Signature of Appraisee)	(Signature of Appraiser)

Appraiser's Comment

(Signature of Appraiser)

Agreement by Appraisee
I concur with proposal suggested <input type="checkbox"/>
I don't concur with the proposal suggested <input type="checkbox"/>

(Signature of Appraisee)

Table 4.6.7: Showing Recommendation of Appraisers in a Performance Appraisal Format

Business Objective for Next Year

Part-VIII

Business Area	Target
1.	
2.	
3.	
4.	
5.	
6.	
7.	

(Signature of Appraisee)

(Signature of Appraiser)

(Signature of Appraiser's Supervisor)

Table 4.6.8: Showing Business Objective For Next Year in Performance Appraisal Format

Training & Development Recommendation

Part- XI

Title of the Training	Duration
1.	
2.	
3.	
4.	
5.	

(Signature of Appraisee)

(Signature of Appraiser)



Table 4.6.9: Showing Training & Development Recommendation in a Performance Appraisal Format

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