

Internship Report
On
Performance Appraisal System of
Investment Corporation of Bangladesh

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Investment Corporation of Bangladesh

Prepared By:

Md. Salman Khan

ID: 173-11-5687

Program: BBA

Supervised By:

Siddiqur Rahman

Assistant Professor and Associate Head

Department of Business Administration

Faculty of business and Entrepreneurship

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Letter of Transmittal

31th Dec 2022

Siddiqur Rahman

Assistant Professor and Associate Head

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: Submission of the report on **Performance Appraisal System of Investment Corporation of Bangladesh.**

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure for me to submit the report on **“Performance Appraisal System of Investment Corporation of Bangladesh.”** as a mandatory requirement for the BBA program. This internship program was my very first on the job exposure and provided me with the learning experience and knowledge in several areas. I have tried my level best to make a full fledged report by analyzing all the requirements you have asked for.

I am grateful to get the opportunity to prepare this report under your guideline. I will remain deeply grateful if you kindly give your valuable time to go through the report and evaluate my performance. I will be very happy to provide my further explanation if necessary.

Sincerely yours,

Md. Salman Khan

ID: 173-11-5687

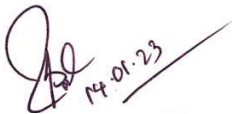
Program: BBA

Major: Human Resources

Letter of Acceptance

This is to certify that the internship report entitled “**Performance Appraisal System of Investment Corporation of Bangladesh**” is an authentic work done by Md Salman Khan, Id: 173-11-5687, Major in HR, Department of Business Administration. The data and findings presented in the internship report seem to be authentic. Thus he is permitted to submit his internship report for presentation in the defense.

I wish him every success in life.



Siddiqur Rahman

Assistant Professor and Associate Head

Department of Business Administration

Faculty of business and Entrepreneurship

Daffodil International University

Student Declaration

Md Salman Khan here, I'd like to officially announce the current internship report, **"Performance Appraisal System of Investment Corporation of Bangladesh."** I produced a report specifically for the Investment Corporation of Bangladesh after working there for three months.

I also make sure the report is written solely for academic purposes and not for any other use. I hereby state that the report may not be utilized for any other purpose without my prior written consent.



Md. Salman Khan

Id: 173-11-5687

Major: HR

Daffodil International University

Acknowledgement

First of all, I want to thank God for his understanding and strength, so that I can successfully complete my internship report on time.

I am deeply grateful, it is my honor to respected Supervisor **Siddiqur Rahman** and Daffodil International University for his whole-hearted supervision during my organizational attachment period. I cannot do anything properly without my respective supervisor sir. His valuable supervision and direction, it would have been tough for me to complete this report on time.

I am grateful to all of the Investment Corporation of Bangladesh (ICB) and mostly **Mr. Jahangir Hossain AGM**, department of human resource management of ICB for providing me with the opportunity to acquire practical experience. Also, this internship program makes me realize the value of working together as a team and as a new experience in the work environment, which challenges us every minute.

Then I would like to thank all the staff members, senior officers and especially the AGMs of the company to provide us with valuable information about the corporation. Some honorable mentions should be given in this regard. Rubayet Hosen senior officer of HR department assisted us with various information and provided us with mentoring support.

Executive Summary

Performance appraisal is the most key element of the organization, human resource management, industrial relations, and organizational psychology.

Since the establishment of ICB, it has contributed to our share market in a very large amount. Because of its fantastic strategy and policy, it has been very beneficial to small investors who can confidently rely on ICB and make their investment decision correctly.

The improvement of an organization depends on different variables. From them, Appraisal is one of the main factors which are taken under the study. Moreover, Performance appraisal evaluates each employee's personality and performance in order to measure productivity in terms of efficiency and effectiveness. The ultimate target for performance appraisal is to compare the employees among them and give rewards to the right employee for his dedication, good performance, and hard work. This study has taken under all these variables for effectively increasing the evaluation of the organization and the overall improvement of the employees.

The employee's performance is measured through performance appraisal. Every employee gets feedback about their work and improves their performance. Also, this feedback increases the opportunity for the organization to develop and rises. This study shows the opinion of ICB employees about the appraisal system of their bank and how to improve the performance measure.

On the basis of several methods and performance analysis, the methods adopted discussed the employee performance evaluation process used by this Organization. Company needs to implement some new methods to emphasize evaluating employees' performance. It can improve underperforming employees by highlighting particular training requirements and skill gaps that demand attention.

Abbreviation

ICB = Investment Corporation of Bangladesh

HR = Human Resource

AGM = Assistant General Manager

DGM = Deputy General Manager

GM = General Manager

IPO = Initial Public Offering

ACR = Annual Confidential Report

MBO = Management by Objective

ERP = Enterprise Resource Planning

Table of Contents

Letter of Transmittal.....	i
Latter of acceptance	ii
Student Declaration	iii
Acknowledgement.....	iv
Executive summary	v
Abbreviation.....	vi
Chapter: 01	
1.0 Introduction.....	2
1.1 Background of the Study.....	2
1.2 Scope of the Study.....	2
1.3 Objective of the study.....	3
1.4 Methodology.....	3
1.4.1 Primary Data.....	3
1.4.2 Secondary Data.....	3
1.5 Limitation of the study	3
Chapter: 02	
2.0 Overview of ICB.....	5
2.1 Company Objectives and Goals	5
2.2 Vision	5
2.3 Mission.....	5
3.4 Functions of the Company	6
2.5 Values of ICB	6
2.6 The business policy of ICB	6
2.7 Subsidiaries of ICB	6

Chapter 03

3.0 Concept of Performance Appraisal.....	8
3.1 Advantages of performance appraisal	9
3.2 Disadvantages of performance appraisal	9
3.3 Performance appraisal process in ICB	10
3.4 Purpose of Performance Appraisal in ICB.....	12
3.5 Significant Performance appraisal in ICB.....	16
3.6 Performance appraisal methods of ICB practices	17
3.7 Analysis of the process used by ICB	21
Figure 1.1 Performance appraisal process.....	10
TABLE 1.1 Performance appraisal purpose.....	12

Chapter 04

4.0 Major Findings.....	24
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Chapter 05

5.0 Recommendation.....	26
5.1 Conclusions.....	27
References.....	28

CHAPTER 01

Introduction

1.0 Introduction

The performance appraisal system is basically an employee evaluation technique for monitoring and praising the better performers. Every company needs to follow this in order to maintain the best output from the employees in the workplace. Performance appraisal is a confidential topic for those organizations that are reluctant to reveal their organization's HR policies.

This report mainly focuses on the performance appraisal system of ICB. The research is mainly done by focusing on the different methods that ICB follows by appraising the employees based on their performance. How corporations motivate their employees, their training facilities, what the drawbacks faced by them, and how they deal with any sort of anomalous behavior.

The report also focuses on how the subsidiaries and branches handle their performance appraisal. Here I've managed to gather decent information from the head office HR, the local office and the training center, and from the subsidiaries.

1.1 Background of the Study

The report is being done for the internship program as the final requirement BBA from Daffodil International University. The internship program consists of 45 days curricular for achieving practical experience from any organization, based on which we prepare the report.

This internship report is done on the 45 working days in ICB. ICB provides internship opportunities for BBA students depending on the time requirements for the students. The full procedure is carried out under the ICB internship act 2022 and under the supervision of HR.

The success of any organization depends on the management of the company and the managers should be appraised in a proper way to keep them motivated in the workplace. This study covers the performance appraisal system of ICB.

1.2 Scope of the Study

Scope refers to the area of the coverage. The report covers the concept of performance appraisal, the performance appraisal methods of ICB practices, and the significance of performance appraisal in ICB. In terms of projects, the scope of research and observation is “**performance appraisal system in ICB**”.

1.3 The objective of Study

- 1) To explain the performance appraisal process of Investment Corporation of Bangladesh.
- 2) To analyze the performance appraisal methods of the Investment Corporation of Bangladesh.
- 3) To identify the problems related to the performance appraisal process and methods.
- 4) To develop a list of recommendations based on problems.

1.4 Methodology

It's qualitative research and exploratory in nature. All of the data for this research was gathered from both primary and secondary sources.

1.4.1 Primary Data: I mainly collected primary data by

1. Discussion with officials of ICB.
2. Exposure on different desks in the Office.
3. Conversation with Various Department Heads.
4. Collected data from work experience, observation, and face-to-face discussions.

1.4.2 Secondary Data: In addition to the main data, in my research, I also generated different types of auxiliary data from various external sources, namely:

1. The website of ICB.
2. ICB Annual report.
3. From the Previous report and also from colleagues who are also doing internships.

1.5 Limitation of the Study

- I had a big challenge conducting this study because the pandemic was in its second phase. As a result, the internship program was severely affected, and my study took a long time to complete.
- The employees were not very cooperative and they didn't give many secondary data due to some reasons. Thus, the study was hampered a bit.

CHAPTER 02
Company Profile

2.0 Overview of ICB

Investment Corporation of Bangladesh (ICB) is a statutory corporation of the Government of the People's Republic of Bangladesh, established on 1 October 1976 under No. 40 of the Investment Corporation of Bangladesh Ordinance, 1976. It is mainly an investment bank operating in Bangladesh, established to accelerate the pace of industrialization and to develop a sound securities market in Bangladesh. Investing in the share market, providing loans and advances, and acting as manager/trustee/custodian of mutual funds are some of the main activities of ICB. It's the most successful state-owned corporation in Bangladesh in terms of profitability. Classification of shareholders, as on 30 June 2013, shows that the Government of the People's Republic of Bangladesh holds 27% of the shares of ICB and it is enlisted in Dhaka and Chittagong stock exchanges.

2.1 Company objectives and goals:

Every organization has some objectives in order to reach its overarching goal. The Investment Corporation of Bangladesh is no exception. ICB's key goals are as follows:

- To strengthen the investment base.
- To develop enterprises.
- To Encourage and broaden the investment base.
- To increase the amount of money saved.
- To develop the capital market.
- To promote and establish subsidiaries for business development.

2.2 Vision

ICB will aspire to be a leading, responsible, and innovative financial institution that contributes to and shares the advantages of our growing economy.

2.3 Mission

The mission of the ICB is to transform their corporation into a responsible body, financial architect and transformation decision-maker and result-giving leader.

2.4 Functions of the company

ICB's major functions are as follows:

- To underwrite the IPO.
- To assist with placement offerings for the new startups 3. Help the startup with bridge financing.
- To monitor the share price of the capital market.
- To promote any government project economically.
- Direct purchases of debentures, bonds, and equity participations.
- Participating in mutual and unit fund placements.

2.5 Values of ICB

- Consumer attention.
- Pension to create good conditions.
- Innovation for humanity.
- Human opportunity.
- Compliance Society.
- Continuous Improvement.
- High moral and ethical standards.

2.6 The business policy of ICB

- To develop the capital market and encourage entrepreneurs.
- To diversify the investment.
- To provide financial assistance to projects, new startups and mergers.
- To encourage investment in the IT sector.
- To assist in the public offerings and help in placement.
- To provide assistance by bridge financing.
- To keep the share price at a balanced rate by purchasing and selling shares in the capital market.

2.7 Subsidiaries of ICB

ICB has 3 subsidiary companies. They are

1. ICB Securities and Trading Company Limited
2. ICB Asset Management Company Limited.
3. ICB Capital Management Company Limited

CHAPTER 03
Analysis of Performance Appraisal

3.0 Concept of Performance Appraisal

Performance Appraisal system has defined a process on which a predefined standard of corporation systems evaluation of employees with respect to the employee's job performance on their job and their potential for development. This process recognized the inherent qualities of employees and abilities and level of competency of an employee for their future growth and development.

Performance appraisal evaluates each employee's personality and performance in order to measure productivity in terms of efficiency and effectiveness. The various systems and processes are scattered all over the place. The primary goal of performance appraisal is to make it easier to determine an employee's worth in comparison to his or her coworkers and expected level of performance. It provides information about various aspects of an individual on which decisions about promotion, transfer, and salary can be made. It also allows for a review of an employee's work-related behavior.

Performance appraisal is a process or activity carried out by individuals or groups within a company to evaluate and communicate the level of the job performance of employees by comparing their work results with a set of standards established for a particular period of the basis for reviewing an activity. As a result of a systematic review, the performance evaluation is based on a set of performance indicators in the form of input, output, outcome, benefit, and impact indicators. Performance reviews are used to inform employees about their progress and the rewards they will receive. Performance reviews also aim to evaluate and provide feedback to employees to develop them and improve organizational effectiveness. Performance feedback allows employees, managers, and HR to correct their actions to improve performance.

The performance appraisal system is quite a popular event for ICB. The organization has seven branches across the country and the main branch contains around 600 employees. They take the process of performance appraisal very intensely. Interestingly there are different types of performance appraisal techniques followed by ICB in different levels of the workplace.

The human resource department can play a huge role in performance appraisal. Starting from the promotion to termination and ranking the employees according to their activities, the human resource department plays the most important role. Not to mention performance appraisal is an HR-related activity.

3.1 Advantages of Performance Appraisal

- 1. Enhance Performance:** It has a main focus on improving the employee's performance for the evaluates the goals to accomplish their performance opportunity.
- 2. Development of Employees:** On the basis of performance appraisal, it helps to determine and provide employees with opportunities and fair information regarding their strengths and potential activities.
- 3. Promotion:** On the bottom of performance appraisal of employees help to identify talented employees in the organization to be promoted, transferred, or rewarded.
- 4. HRM development:** For the performance appraisal it's useful for taking a listing of the quality of human resources available in the organization to help future growth and development of HRM in the company.
- 5. Motivation or career growth:** Appraisal where motives to the employees to work hard to raise their personal growth development assists their SWOT analysis to prepare their career planning.

3.2 Disadvantages of Performance Appraisal

- 1. Make Negative Experience:** On the basis of performance, there can create misunderstandings between managers and employees creates negative effects and experience in the organization.
- 2. Personal Biases:** In the organization sometimes managers give favorable ratings to employees which affects the evaluate the personal relations between managers and employees.
- 3. Sample Error:** It creates if the rater uses a very little amount of the employee's work which can be a sampling error.
- 4. Tough workplace:** In performance appraisals there can create a stressful work environment for both sides between employees and managers for this proper training can reduce this help their stressful situation.
- 5. Waste of Time:** In performance appraisals there can be waste of time if any work is not done properly which can affect the organization.

3.3 Performance Appraisal Process in ICB

A performance appraisal process is defined as a process in which regular evaluations are conducted to assess employee performance. Employee input is compared to output according to predefined performance targets. ICB mainly follow this performance appraisal process in their organization. These are

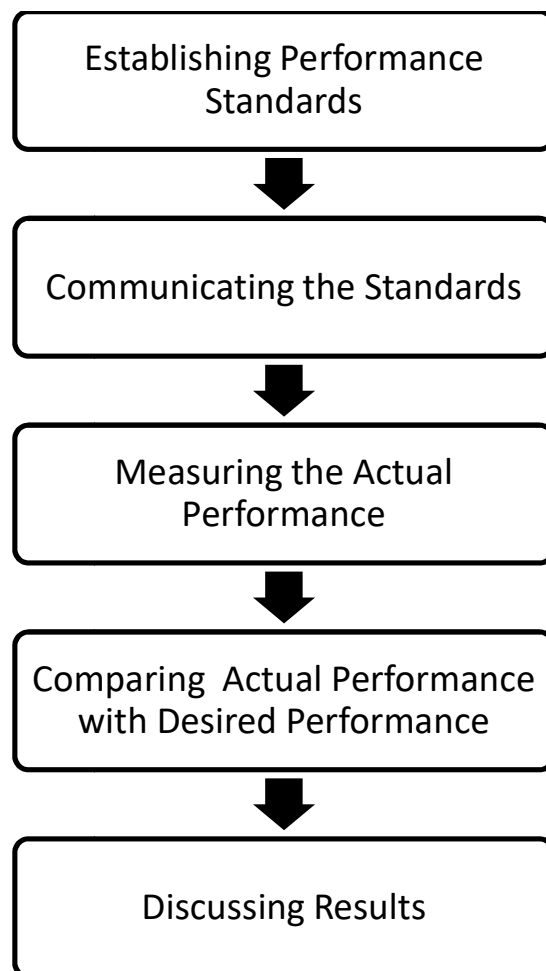


Figure 1.1 Performance appraisal process in ICB

3.3.1 Establishing Performance Standards: The first stage in the performance appraisal process followed by Investment Corporation of Bangladesh is to establish the criteria that will be used to compare the actual performance of the employees. Setting the criteria for judging employee performance as successful or unsuccessful, as well as the degrees of contribution to company goals and objectives, is required in this phase. The criteria established should be explicit, understood, and quantifiable. If the employee's performance cannot be measured, the standards must be described with great care.

3.3.2 Communicating the Standards: Once established, ICB mainly obligation its management to disseminate the standards to all organization personnel. Employees must be informed, and the standards must be properly stated to them. This will assist them in understanding their duties and what is expected of them. The criteria should also be presented to appraisers or evaluators, and if necessary, the standards can be amended at this point based on relevant input from workers or assessors.

3.3.3 Measuring the actual performance: In ICB the most challenging aspect of the performance appraisal process is determining the real performance of the employees, which is the work completed by the employees throughout the designated time period. It is an ongoing process that entails tracking performance throughout the year. This step necessitates the careful selection of proper measuring methodologies, ensuring that personal bias does not alter the process's output, and offering support rather than interfering with an employee's task.

3.3.4 Comparing actual performance with desired performance: Company follows this step. Here actual performance is contrasted with desired or standard performance. The comparison reveals discrepancies in employee performance from the norms specified. The outcome might reveal that real performance is higher than expected performance or that actual performance is lower than wanted performance, indicating a negative variance in organizational performance. It entails recalling, assessing, and analyzing data pertaining to employee performance.

3.3.5 Discussing Results: Finally, ICB's performance appraisal process outcome is shared and discussed privately with each employee. This conversation focuses on listening and communicating. With the goal of problem-solving and gaining consensus, the findings, issues, and potential solutions are examined. A positive attitude is important while providing feedback since it can affect the employees' performance moving forward. Managers should provide feedback on performance reviews in a way that corrects mistakes made by workers and encourages them to do better while avoiding demotivating them. Tasks involving performance feedback need to be handled with extreme caution since improper handling might result in emotional outbursts. Employees should occasionally be ready before providing feedback because it may be perceived favorably or unfavorably depending on the character and attitude of the employees.

3.4 Purpose of Performance Appraisal in ICB

Performance appraisals are essential for the growth and development of a company. It is a regular review of an employee's job performance and contribution to ICB.

<p>Organizational</p> <ul style="list-style-type: none"> • Set and measure goals • Measure individual performance • Give feedback • Get performance and improvement 	<p>Administrative</p> <ul style="list-style-type: none"> • Award pay increase • Promotion screening decisions • Career advertisement • Downsized layoff decision
<p>Individual</p> <ul style="list-style-type: none"> • Motivate or provide recognition • Coaching and mentoring • Counsel the poor performers • Development and training the needs. 	<p>Control</p> <ul style="list-style-type: none"> • Management directions • Employee compliance • Promotion and termination of the employees.

TABLE 1.1 Performance appraisal purpose

Explanation purpose of Performance Appraisal

3.4.1 Organizational: There are some reviews where ICB determines to set and measure goals for the employee's performance for the served areas of the organization.

- **Set and measure goals:** This ICB has assessed to set goals based on each employee's performance to identify the strength of resources in organization development. The goal has the capability to raise the employee's motivation level.
- **Measure individual performance:** It measures individual performance to impact company growth and progress to follow up by ICB organization. For the personal work environment to modify the company's goals and team performance to ratify the individual goals in the workplace.
- **Give feedback:** ICB has a system to analyze the working feedback rules on performance appraisal; it measures individual performance to impact company growth and progress to follow up by ICB organization for feedback offers to the future performance.
- **Get performance and Investment:** ICB invests and helps them by giving various advice or information for their benefit.

3.4.2 Administrative: This is a performance appraisal where there is a formal process for the employee's productivity and effectiveness in administrative-related work.

- **Award to pay:** For evaluating the administrative process of the ICB, they are consistent with the statement that performance appraisal disciplinary action for the employee's effectiveness to the company to give them awards.
- **Promotion screening decisions:** In ICB They give their employees pay adjustment promotions for their productivity and serve as promotion screening decisions for efficient work to the organization.
- **Career advertisement:** For making administrative functions of the HRM department it helps to identify strong and weak performers for assisting correct career advertisement in making decisions.
- **Downsized layoff decision:** For some reason, the company can lay off the organizations staff to cut the bonus or raise the bonus which depends on the employee's work performance or it can depend on company benefits for reengineering the work process and helping the company in tough times to emphasize the performance appraisal.

3.4.3 Individual: This performance appraisal was to individually console the work performance of the organization.

- **Motivate or provide recognition:** ICB can provide recognition to each employee for their individual performance appraisal. It has provided the opportunity for employees to recognize the mentoring or give guidelines throughout their performance standards.
- **Coaching and mentoring:** They give coaching to the employee development and training they need to supervise to open up or share their ideas for company purposes which can be mutually agreed to based on their conversation and performance.
- **Counsel the poor performers:** ICB counsel poor performers where they have a lack of understanding session for this prevent the situation. They have strategies to give them formulas to identify strengths and weaknesses for improving their performance and individually deal with them.
- **Development and training the needs:** The organization has to develop the employees' work performance in the company for improving their own performance, to give them proper training so they can receive appropriate feedback.

3.4.4 Control: It has controlled the performance process to the manager and employees work together managing the performance and other objectives.

- **Management directions:** ICB controls the employee evaluation process by their work for management direction which can consult by the impact on the employee's performance were to monitor the adjustment of some comparing documents or standards to the goals of work.
- **Employee compliance:** It has been communicated to ICB planning for providing the empower feedback to employees and which can be promotion or termination of the employee's performance.
- **Promotion and termination of the employees:** The organizations have a process to evaluate an employee's work. This control system ability has managers to document the result of their performance appraisal to give them a promotion or termination for the work environment process.

3.5 The purpose of performance appraisal in ICB

The main purpose of performance appraisal in ICB is to evaluate the employee's work or contribution to the firm, comparing their work with others and terminating any training or development or analyzing their performance.

3.5.1 Development

The main point of appraising the employees is that they will improve with the phase of time and keep meeting the organizational goals. If they succeed, they will be appraised. In ICB they keep track of which employees need what sort of work improvement and what type of training they will get each period of time. These help in better coordination, overall subordinate and supervise the work environment.

3.5.2 HR planning

Effective HR planning makes an organization more profitable and helps to achieve desired goals in the shortest amount of time possible. The point of HR planning is to utilize an efficient workforce while maintaining a balanced number of employees. Human resource planning is based on the type of appraisal used. ICB may regulate the appraisal type based on the mission, values, job accountability, and proper criteria to measure and access performance.

3.5.3 Compensation

Compensation is the monetary or non-monetary payment for the service they pay. Through performance appraisal, there can be an increase in compensation. This might include bonuses, higher salary rates, extra benefits, and allowances, depending on how an employee is performing. In ICB the compensation is fixed by the government gadgets.

3.5.4 Promotion

Promotion is a very important factor that drives employee performance. Appraisal for performance is sometimes done for promoting the employee's rank.

The promotional activity is done according to the ministry rules and regulations. To get a promotion a government employee must work for 3 years in a specific post. Here they pass the mark of the ACR which is 85 (average of three years) out of 100. The 100 mark consists of 50 for ACR, 15 for education and training, 15 for Interviews and 20 for service life.

When a post is empty the candidates are considered on the basis of the passing mark and the seniority of the professional period.

3.5.5 Communication

Good performance appraisal increases the employee's ability to communicate more fluently. As they get more training and deputation to the subsidiaries they come to know about different corporate people.

3.5.6 Deputation and training facilities

Deputation is when an employee is given a separate responsibility in a different organization for a specific period of time. Here the employees receive a deputation fee for the temporary period along with the regular salary.

Deputation and training facilities are also important reasons for performance appraisal. As it shows some of the employee's importance as well as the importance of skills in some basic factors. In ICB the employees receive deputation in the subsidiaries and according to government regulations every employee must receive about 100 hours of training.

3.6 Significant Performance Appraisal in ICB

There are different functional levels in ICB and the work environment is very specific and strictly monitored with the ministry policy. The regulatory bodies of ICB sometimes have an impact on the work environment and can influence appraising parts. ICB follows different methods of performance appraisal at different levels of management.

Basically, the main objective of performance appraisal of the employees is concerned with the training, promotional skills, and improving the communication of ICB services with the capital market.

There are two types of performance appraisal in the company and they are

1. Managerial
2. Non-managerial

The managerial portion of ICB is the same for all the employees throughout the higher management and authorities. All of the management needs to know what they are improving and how they are improving it. Also according to the government gadget, any employee from ICB is bound to receive about 100 hours of training per year.

3.6.1 The managerial phase of the performance appraisal:

The officers and the higher management phase of the employees like, senior officers, principal officers, AGMs, DGMs, GMs, and MD receives their appraisal through this process. This is not viewed as an annual event rather it is viewed as a round year process for everyone who works in the corporate office.

At the beginning of the year, the supervisor, supervisor discusses the objectives, and targets they want to achieve to complete within the performance year and also their mutual expectations. Then they monitor the progress of the objectives and supervisors give feedback at some certain period of the year. In time job performance is also monitored with the behavioral approach of the employees. Here the supervisor and upper management provide training, mentoring or necessary support to their subordinates. The officer's appraisal is the same as the appraisal of the managers. Everyone is monitored and evaluated by their seniors.

3.6.2 The non-managerial phase of performance appraisal:

The non-managerial process of performance appraisal is different from the managerial performance appraisal. Starting from the non-managerial staff to confidential secretaries are under the non-managerial performance appraisal. The process is divided into two parts.

The individual record: each and every employee leaf, hospital visits, discipline, punctuality and others.

Performance of individuals: while evaluating the performance the following things are being monitored. The job knowledge, job performance, their accuracy, neatness, reliability of their work, and so on.

ICB and the subsidiaries will try to maintain their annual confidential record for each and every non-managerial employee of the company. These annual performance reports will be evaluated at the end of every financial year. In the ACR every department head and their heads will put their remark.

3.7 The Performance Appraisal Methods of ICB Practices

Performance appraisal is done according to the rating measure scales. According to those scales, the appraiser appraises the employees. The HR head and other top management do the appraisal. The rating process can be divided into three stages. In the marginal stage, the employees need a basic level of competencies and skills with training.

The developing stage indicates that the employees have all the required levels of skills but there is still room for training and development. Then in the competent stage, the employees meet all the levels of skills and competencies along with training. After these three stages, the performance expectancies for the employees increase with time.

3.7.1 Critical Incident:

➤ Critical incident

Critical incident method focuses on whether a task is done well or poorly. The basic idea behind this is, how well the employees perform their tasks in critical situations in the performance appraisal for good or bad behavior and outcomes.

➤ **Working procedure**

On the performance appraisal defines the specific events for gathering information over time which is done by managers. They have recorded each incident which normally anyone can work very effectively in a normal situation but the management wants to complicate the situation a bit by putting the employees in a critical situation. The essentiality of this system is to try to measure individuals' performance in terms of It is an attempt to make a report on the investments made in the human resource of an organization that is not currently acquainted with conventional accounting practices. The aim of this practice is to measure human resource efficiency in two ways: the monetary value and the investment value of the human resource.

➤ **Working procedure in ICB**

For the interesting variation on ICB they observe performance evaluation based on employee performance to rate each incident which can heavily influence direct observation work. It encourages the managers to spend time for their employee's guidance, training, feedback, etc for more face time in each department for development learning.

3.7.2 Observation:

➤ **Observation**

This is observing employees' performance appraisal for the providing objectives behaviors of employees feedback. It's part of the routine of performance management if appraisal process to the organization.

➤ **Working procedure**

As it has an observing for performance appraisal to standards establishment to observe employees performance. It has identified effective feedback for specific work-related behavior, to their actions statements for providing results on their organization. It has discussed the methods for commutation between organization manager and employee which help to attain the performance objectives for providing support.

➤ **Working procedure in ICB**

As the ICB observe the employee's performance where they focus on workers' skills, abilities, motivations, and attitudes about their jobs. In the workshop, they learned the following: by understanding performance appraisal measurement skills they can play a critical role in the employees of ICB.

3.7.3 Interview:

➤ Interview

This is mainly a performance appraisal process where employees and managers sit face to face to discuss the aspects of an employee's performance in the organization.

➤ Working procedure

As the interview, the first platform is initially held at regular commutation between manager and employees. It evaluates the appraisal interview providing them to change or to defend their experience and skills by the managers and also explain their workplace performance. That is the normalization process and consequences to the employee for filling up goals.

➤ Working procedure in ICB

In the process of performance appraisal ICB follows interview, they communicated with the employees during the appraisal periods where they can evaluate the result of performance. It can talk about the past performance of employees and their level of goal achievement and analyze the employee's position identification. On the basis of training, they can focus to identify their problem which can help to maintain the interview stage and clarify their particular skills.

3.7.4 Management by objectives:

➤ Management by objectives

Management by objectives or MBO is a combined appraisal method where the management and the employees work together to choose and discuss. As in this method, the employees are directly involved in the management objectives, so they provide maximum effort.

➤ Working procedure

This is defined to organization goals to the different types of aspects by manager setting system where interpretation and evaluation how to achieve or what should be goals to achieve in company establishment and after the goals have been set the managers and subordinates monitor and discuss among the objectives.

➤ **Working procedure in ICB**

It has verified the general objectives of performance appraisal on ICB for plan and the strategies to goals and fellows by working subordinates on establishing personal objectives of performance. ICB shares some tentative thoughts on the organization's goals that can equally monitor the performances of each progress.

3.7.5 Assessment centers:

➤ **Assessment Centers**

Assessment center is a method where different types of assessment methods are taken to evaluate management decisions and their competencies. To the individual potential performance appraisal on the position if his or her core performance in different areas.

➤ **Working procedure**

It works to measure different types of competencies including interpersonal skills, oral or written communication skills or planning or evaluating skills, and problem-solving skills. For instance, a group without any lead or direction is given a set of problems and told to solve the problem within a given time on performance appraisal.

➤ **Working procedure on ICB**

In ICB there is an individual screening assessment of each candidate's interview for vital performance. They have considered the potential employees to different functional areas to the outsourcing in the organization and they have appropriate uses for selecting group performance employees to perform and jobs related.

3.8 Analysis of the process used by the Investment Corporation of Bangladesh

MBO is a very effective performance appraisal method in ICB. At the beginning of the year, the managing objectives will be discussed with the employees. The course of the activities will be shared and proper feedback will be taken. Both the appraiser and appraisee are present while formulating management objectives and activities regarding it. Thus, they are well aware of the success and failure of various stages.

It is rare though; there are instances where employees are provided with praise letters from management for their wonderful performance. It was once declared that some employees are given an appraising letter along with mentioning achievements in their training certificate.

The probationary level of performance appraisal is done in the probationary period when the employees are being monitored and must complete within seven working days after the probationary period of the employee. The probationary period's performance must be discussed with the employees.

Manager's criteria for rating the employee's performance appraisal:

ICB has strict rules and regulations for performance appraisal. So, they have predetermined job competencies and they are updated from time to time. Performance objectives are defined and discussed with all the employees from the start of January to the way of December. Every progress of the employees is monitored routinely. Feedback from the employees and the supervisors is taken in order to clarify if the objectives are fulfilled. This help definitely increases productivity and enhances performance and efficiency in the work performance sector.

ACR maintenance is a very crucial part of the performance appraisal of the company. The supervisor rates the employee's performance based on 20 criteria. Some of them are discussed below. Such as

3.8.1 Job knowledge and skills:

An employee with no job knowledge and skills is a liability. When a new employee is recruited it is certain that they will lack experience and skills. So, several training programs are being arranged. Thus, ICB prepares its employees for the work environment. In the probationary period, the supervisor marks which of the employees lack what kind of skills and arranges their training program. After that, the employees are monitored and appraised based on their improvements. If they fail to make progress, then there is an arrangement for counseling.

3.8.2 Reliability:

Reliability means to what extent the employee can do his/her job that is expected from him. The reliability of the employees also means how timely employees can do their work. It also includes how they handle some of the work processes with order and time management and how they use their human intelligence to find solutions to some aspects of the work environment and maintain confidentiality.

3.8.3 Work planning, organizing and management:

Work planning, organizing and management is the procedure for fulfilling objectives. Here the higher authorities seek how accurately an employee can schedule their work forum and pull the objectives.

3.8.4 Discipline knowledge and punctuality:

An employee without discipline can ruin the office decorum and damage the work procedure. So, maintaining timeliness and punctuality for the employees is a must. A well-disciplined employee can be an asset and can complete the objectives in a timely manner.

3.8.5 Responsibility:

An employee knows their responsibilities from the first day at work. When they fulfill their responsibilities, it helps them to complete their objectives and carry-on daily working activities with ease. Thus, a responsible employee is appraised.

3.8.6 Enthusiasm, attempting and coordinating:

Any employee being enthusiastic can bring success to the corporation. Understanding one's job description and aligning with the market perspective is very important. What's more important is that they have a coordinated work environment. This is very important if the working environment needs to keep going forward.

3.8.7 Personality:

Professional charm is expected from every employee as they enter the workforce. The personality trait includes how an individual behaves with their coworkers, seniors, juniors, subordinates and others. There are many appraising methods based on behavioral traits.

CHAPTER 04

Findings

4.0 Major Findings

The Findings that I found are-

1. Performance appraisal of Investment Corporation of Bangladesh goals setting is often one-sided and not given much time to be discussed elaborately at the beginning of the year.
2. Company practices Observation as the primary method that managers apply to analyze or evaluate their employees at the workplace.
3. ICB follows Management by Objectives (MBO) method for dividing the objective among their employees and then evaluates them based on their achievement.
4. Sometimes the company's manager sets some objectives for the employees, but often these objectives become very unrealistic and unreachable for them.
5. ICB evaluates employee performance by using some selective methods. They only focus on observation and Management by objective methods, neglecting others to evaluate employee performance.
6. Performance appraisal helps in assessing the current talent and making predictions about future needs both at the individual and organizational levels.
7. The performance appraisal system also acts as a motivating factor for the employees, which also helps the organization to get better output.

CHAPTER 05

Recommendation and Conclusions

5.0 Recommendation

After the findings, the report will provide some possible recommendations:

1. Performance appraisal needs to be conducted in a specific time period.
2. Creating a strong performance appraisal system in the company, employees and organization managers should take constructive feedback from each other. It will generate more efficiency in work power.
3. Investment Corporation of Bangladesh should take the initiative to establish a more practical way to evaluate the performance appraisal of employees every six or three month's period cycle.
4. The online ERP software system can be implemented to make a fair and quick solution for everybody. With this approach, employee performance appraisal can be sorted without any hassle or delay.
5. There should be a separate unit for performance appraisal that will manage the evaluation process. As ICB doesn't have any separate department for performance appraisal, HR finds it very difficult to manage all the employee's performance ratings. Therefore, this organization should establish a new unit under HR for performance appraisal.
6. ICB needs to implement field review and psychological appraisals method to emphasize evaluating employees' performance. It can improve underperforming employees by highlighting particular training requirements and skill gaps that demand attention.
7. The company needs to establish a 360-degree appraisal system. For making an efficient performance appraisal for all.

5.1 Conclusions

The Investment Corporation of Bangladesh is a huge influencer in the capital market. With proper regulation its performance in the capital market is astounding. Being the oldest regulatory body of the stock market, it has to keep the management body clean and refreshed all the time. A proper performance appraisal might help in keeping away any anomalies and any misconception in the workforce. Performance appraisal is a must for a neutral workforce.

Manpower is a great resource. ICB has a decent amount of manpower and they are quite skilled. ICB is very hospitable and nice to their employees and so far, their gratification level is very warm. Transforming the employees into assets is completely an artistic effort. Not many companies can do it in an efficient way.

Overall, I think ICB can be heaven for its workforce with proper performance evaluation and little improvement to the policies. The employees are pretty satisfied as working in the government sector plays a huge role in the Bangladesh job market. So, the performance appraisal methods used in the corporation are accurate.

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