**Thesis Report**

**On**

# Performance Management System in Fakir Fashion Ltd.

**Submitted by:**

**Md. Abu Bakar Siddiquee**

ID: RMBA2101022001

Program: Regular Master of Business Administration (RMBA)

Major: HRM

Department of Business Administration

Sonargaon University (SU)

**Submitted to:**

Department of Business Administration

Faculty of Business

Submitted for the partial fulfillment of the degree of

Regular Master of Business Administration

**Sonargaon University (SU)**

Date of Submission: May 05, 2024

**Thesis Report**

**On**

**Performance Management System in Fakir Fashion Ltd.**

**Submitted by:**
**Md. Abu Bakar Siddiquee**
ID: RMBA2101022001
Program: Regular Master of Business Administration (RMBA)
Major: HRM
Department of Business Administration
Sonargaon University (SU)

**Supervised by:**
**BBA 2203021010**
Lecturer
Department of Business Administration
Faculty of Business

Submitted for the partial fulfillment of the degree of Regular Master of Business Administration

**Sonargaon University (SU)**

Date of Submission: May 05, 2024

## Letter of Transmittal

May 05, 2024

**BBA 2203021010**
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

**Subject: Submission of Thesis Report on "Performance Management System in Fakir Fashion Ltd.**".

Dear Madam,
With most respectfully to state that I am pleased to submit my thesis report titled **"Performance Management System in Fakir Fashion Ltd."**. This report is an essential part of my RMBA degree requirements, and I had the privilege of completing my Thesis at **Performance Management System in Fakir Fashion Ltd.** under your guidance.

This report reflects the current Accounting and Internal Auditing practices essential for organizations in our country. I have made an effort to include relevant details while keeping the report concise.

I kindly request your assessment of this report. Your feedback would be greatly appreciated. Thank you for your time and consideration.

Yours Sincerely

**Md. Abu Bakar Siddiquee**
ID: RMBA2101022001
Program: Regular Master of Business Administration (RMBA)
Major: HRM
Sonargaon University (SU)

## Declaration of Student

I am **Md. Abu Bakar Siddiquee**, a student in the Regular Master of Business Administration program with ID: RMBA2101022001 at Sonargaon University. I want to sincerely state that the report titled **"Performance Management System In Fakir Fashion Ltd."** has been genuinely created by me. During the preparation of this report, I ensured full compliance with international copyright regulations. I also want to clarify that this report has not been submitted anywhere else for the purpose of obtaining a degree.

Yours Sincerely

**Md. Abu Bakar Siddiquee**
ID: RMBA2101022001
Program: RMBA Major: HRM
Sonargaon University (SU)

## Letter of Authorization

I hereby confirm that the project report titled **" Performance Management System In Fakir Fashion Ltd."** is a genuine effort by Md Abu Bakar Siddiquee. The research was conducted under my guidance. I also affirm that, to the best of my knowledge, the content presented in this report has not been included in any other project report or dissertation that led to the award of a degree to any candidate earlier, whether in the same context or a different one.

**BBA 2203021010**
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

## Acknowledgment

I would like to extend my gratitude for the invaluable assistance and sincere cooperation provided by various individuals in the preparation of this report. It's impossible to adequately thank all the wonderful people who directly or indirectly contributed to the successful completion of this report. I am deeply appreciative of their kind collaboration and support.

First and foremost, I would like to express my thanks to the divine power. Additionally, my foremost appreciation goes to my supervisor, **BBA 2203021010** , Lecturer at Sonargaon University (SU), for her crucial guidance, scholarly insights, and unwavering support throughout my study period.

Moving forward, I am grateful to Wahid, Manager at Performance Management System, from whom I gained significant knowledge. I also extend special thanks to Human Resources Executive-PMS, along with heartfelt gratitude to all the other individuals at Fakir Fashion Ltd. I am thankful to the various staff members from different departments who generously contributed their valuable time and assistance in helping me gather data for this report.

## Executive Summary

Fakir Fashion Ltd. is the concern of Fakir Group. Founded by Mr. Fakir Badruzzaman and led by his determined and progressive sons, Mr. Fakir Kamruzzaman Nahid and Mr. Fakir Wahiduzzaman Riyead, their business acumen is the grooming result of generations of entrepreneurship. Fakir Fashion Limited (FFL) opened its door to the apparel manufacturing business in 2009 as an independent vertically integrated knit garment setup from other Fakir Group businesses already in existence.

Since its inception, FFL has gone from strength to strength in becoming a leading apparel manufacturer in Bangladesh. With over 50+ tons of knitting, 55+ tons of dyeing and 230+ sewing lines, FFL has positioned itself at the forefront of the apparel manufacturing sector by utilizing a combination of innovation and visionary leadership. Today it is adding value to the country's economy by bringing millions of dollars in business from foreign markets and acting as a flag bearer for the **'Made in Bangladesh'** brand.

In this report, I have given an overview of the HR Roles in upholding employee performance management in Fakir Fashion Ltd. which I came to learn after three months of involvement.

This report portrays my internship tasks which I had to carry out for different managerial functions in order to complete the job tasks. The report also covers how the employees are monitored, how does their entire development process go by and the basis of the evaluation of individual performance.

Even though Fakir Fashion Ltd. did not allow me with all the information, but I tried my best to cover every other detail those were not confidential in this report.

Finally, the report says about my findings and recommendations for Fakir Fashion Ltd. where
I have covered the objectives and methods used to rate an employee's performance with proper feedback enhancing business performance and increasing the employee productivity.

## LIST OF ACRONYMS

| | |
|---|---|
| FFL | Fakir Fashion Ltd. |
| PMS | Performance Management System |
| HR | Human Resource |
| TDC | Training And Development Center |
| OD | Organization And Development |
| HRIS | Human Resource Information System |
| ER | Employee Relations |
| OB | Organization Behavior |
| HRO | Human Resource Operations |
| PA | Performance Appraisal |
| KPI | Key Performance Indicator |

# Table of Contents


| SL. No. | Particulars | Page No. |
|---|---|---|
| **Cover Page** | | I |
| **Inner Cover Page** | | II |
| **Letter of Transmittal** | | III |
| **Student's Declaration** | | IV |
| **Letter of Authorization** | | V |
| **Acknowledgement** | | VI |
| **Executive Summary** | | VII |
| **List of Acronyms** | | VIII |
| **Table of Contents** | | IX-X |
| **Chapter-01** | **Introduction** | 11 |
| 1 | Background of the project | 12 |
| 1.1 | Objectives of the report | 12 |
| 1.1.1 | Major Objectives | 12 |
| 1.1.2 | Specific Objectives | 12 |
| 1.2 | Methodology of the report | 13 |
| 1.2.1 | Sampling | 13 |
| 1.2.2 | Sources of Data | 13 |
| 1.2.3 | Data Collection Tools and Techniques | 13 |
| 1.3 | Scope and Limitations of the Report | 14 |
| 1.3.1 | Scope of the report | 14 |
| 1.3.2 | Limitations of the report | 14 |
| **Chapter 02** | **Literature Review** | 15 |
| | Literature Review | 16-19 |
| **Chapter 03** | **Organizational Review** | 20 |
| 3.1 | Company analysis | 21 |
| 3.1.1 | Overview and history | 21 |
| 3.1.2 | Vision | 21 |
| 3.1.3 | Mission | 21 |
| 3.1.4 | Values | 21 |
| 3.1.5 | Trend and growth | 22-23 |
| 3.1.6 | Customer mix | 24 |
| 3.1.7 | Product mix | 25 |
| 3.1.8 | Operations | 26 |
| 3.1.9 | SWOT Analysis | 26 |
| 3.2 | Industry analysis | 27 |
| 3.2.1 | Specification of fashion retail industry | 27 |
| 3.2.2 | Size, trend, and maturity of the industry | 28 |

| | | |
|---|---|---|
| 3.2.3 | External economic factors | 28 |
| 3.2.4 | Disposable income and employment | 29 |
| 3.2.5 | Growth in the global economy | 29 |
| 3.2.6 | Raw material and labor cost | 29 |
| 3.2.7 | Technological factors | 30 |
| 3.2.8 | Buyer power | 30 |
| 3.2.9 | Supplier power | 31 |
| 3.2.10 | Threat to substitute | 31 |
| 3.2.11 | Industry rivalry | 31 |
| **Chapter 04** | **Performance Management System** | 32 |
| 4.1 | Performance appraisal of Fakir Fashion Ltd. | 33 |
| 4.1.1 | Objectives of performance appraisal of Fakir Fashion Ltd. | 34 |
| 4.2 | Different methods used for performance appraisal | 34 |
| 4.2.1 | Traditional methods | 34 |
| 4.2.1 | Modern methods | 35 |
| 4.3 | Rating method | 35 |
| 4.4 | Major elements of performance evaluation of Fakir Fashion Ltd. | 35 |
| 4.5 | Analysis and interpretation of gathered data | 36-50 |
| 4.6 | Findings from the data | 50-52 |
| **Chapter 05** | **Recommendation and conclusion** | 53 |
| 5.1 | Recommendations for improving departmental operations | 54 |
| 5.2 | Conclusion | 55 |
| | **Bibliography** | 56 |
| | Appendix –A | 57-58 |

# Chapter 1
# Introduction

# 1. Background of the report

Bangladeshi Ready Made Garments industries are one of the fastest growing industries, which are expanding over the space of a few short decades. In the same way, Bangladeshi peopleare becoming fashion concern day by day. To fulfill the demand for a large fashion community a huge number of Garments brands are launched. Garments Industry do the remarkable job for the Bangladeshi people. Many Employers are personally open their Garments Industry in Bangladesh. Most of all Garments Industry are based in nearest Dhaka city such as Gazipur, Narayanganj, Manikganj, Saver, Ashuliya, Chittagong. All the Garments Industry in Bangladesh, designers are continuously trying to give new design for the costumer. There are more than 300 hundreds Garments Industry in Bangladesh. Fakir Fashion Ltd. Is one of the most popular RMG Industry in Bangladesh. It is really tough to select Top 100% export oriented Garments industry and Brands in Bangladesh.

## 1.1 Objectives of the report

### 1.1.1 Major objective

To examine the impact of Performance Appraisal of employees in Fakir Fashion Ltd.

### 1.1.2 Specific objectives

- To understand the Performance appraisal process of Fakir Fashion Ltd.
- To see Employee's feedback
- To oversee the employee responsiveness towards their job performance

## 1.2 Methodology of the report

Fakir Fashion Ltd is one of the largest and most successful Fashion brand in Bangladesh.

The report is based on both primary and secondary research.

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

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

- Primary Source:

Primary data was collected from the employees of Fakir Fashion Ltd.

- Secondary Source:

The secondary data has been collected from the various reports and websites.

### 1.2.1 Sampling:

To conduct the report, the surveyor used survey types of research and data from the survey is used to complete the report.

The sample is 80 management-level employees from Fakir Fashion Corporate Office.

### 1.2.2 Source of Data:

The data source is gathered mainly from face-to-face employee interviews. Conducting the report, there also contains some secondary research and those secondary research sources are from different journals, research reports, articles, etc.

### 1.2.3 Data Collection Tools and Techniques:

Primary and secondary research has to be conducted in the study. For conducting the survey, I used structured questionnaires. The first part of the questionnaire, I want to know the demographic aspects by questioning the age ranges, salary ranges and their job level. After that, I put some opinion-based statements by the help of the Likert Scaleand responders have to gives their opinion on a scale from 1 to 5. lastly, I put two open-ended questions in my

survey among the respondents. Those questions (open-ended) provide significant insights from the respondents. The major research techniques are as follows:

Conducting face-to-face interviews of the employees.

Discussion with 50 employees to know and analyze the attitude and beliefs of employees towards performance appraisal.

## 1.3 Scope and limitations of the Report

### 1.3.1 Scope of the report

The scope of the study includes management-level employees in the organization. The study aims at finding out the effectiveness of Performance Appraisal and suggests some measures to improve the performance appraisal system. Authentic information plays a significant role in an organization. It is a conventional procedure used in workingorganizations to evaluate the personalities, contributions and potential of group members. Adaptation refers to human transformation to match with the organization needs. It is an act of changing one's behavior to make it suitable for a new purpose.

Doing this internship report on a well-known retail fashion company will be a privilege for me. This may give me the scope to match my theoretical knowledge with the practicalone.

### 1.3.2 Limitation of the report

- This report does not fill with adequate pieces of information because of the confidentially of the organization.
- To know in-depth about the organization it requires time and due to short periodof time, adequate information is not here.
- Taking 50 respondent's responses from their busy work schedule is difficult andmany of them are not willing to take the survey.
- Because of my inability, I could not become enough intimate with the workers toextract out the actual answer. So, the lack of validity is prevailed through this research. In spite of conducting pilot survey, there was some vagueness in my questionnaire that made some confusion while collecting data.

# Chapter 2
# Literature Review

# Literature Review

For assessing an employee's performance on different parameters and organizational goals performance appraisal process is most conventional. Performance appraisal is basically done within an organization annually, but according to the necessity of the institution, it can be done quarterly or semi- annually. PA process is necessary for an organization to get more understanding about their employee's development. PA process also helps the employees to know what the organization is expected from them. Performance appraisal makes a connection between the top management and the employees where employees are bound to justify their individual performance. According to **Lawler and McDermott**, EPA is the most impactful mechanism of human resource management to evaluate individual employees' performance.

It also signifies employees' performance by establishing a strategy. Some literature states that for achieving employee performance PA process is a fruitful device. Selvarajan and Cloniger stated that the constructive PA process motivates employees toward their work and develops individual performance and helps the organization to recognize good and below-par employees.

From prior research, a constructive performance appraisal process has 5(five) notable results which are given below:

I. **Giving reward.**

II. **Motivating employees.**

III. **Establishing equity among the employees.**

IV. **Reducing employee turnover.**

V. **Through finding the gaps improve employee performance.**

Despite giving enormous attention to the PA system, the results give a higher level of dissatisfaction due to unfair treatment, imprecision, and political influence. It is very much obvious that, both negative and affirmative results may happen but employees are very, much keen to hear positive feedback regarding their performance rather than a pessimistic one. An effective performance appraisal largely depends on the responses given by the employees and in which mode they are taking the whole PA process. A potent PA process needs to execute for finding the poorer areas of an employee because the end result will arise the training urges for developing individual performance**. (Rao. 2004)**

Performance appraisals are one of the most important requirements for successful business and human resource policy **(Kressler, 2003).** Rewarding and promoting effective performance in organizations, as well as identifying ineffective performers for developmental programs or other personnel actions, are essential to effective to human resource management **(Pulakos, 2003).** The ability to conduct performance appraisalsrelies on the ability to assess an employee's performance in a fair and accurate manner.Evaluating employee performance is a difficult task.

Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the organization's performance appraisal process for use in making compensation, job placement, and training decisions and assignments **(London, 2003).Noe et al (2006)** define performance appraisal as "the process through which managersensure that employees' activities and outputs are congruent with the organization's goals". The concept of performance appraisal has contributed a lot in the development Human Resource Management in recent years. The concept was first coined by **Beer and Ruh in 1976**. However, it is barely in the mid 1980's that it had been accepted as adistinctive approach.

Performance appraisal is widely being used in organizations so as to obtain the best results by trying to improve performance of the workforce. Goals and standards are being planned well beforehand in order to get satisfied outcomes. Performance appraisal also known as performance review, formally documents the achievements of an individual with regards to set targets. It is a component of PMS. The system has become an essential management tool in today's organizations. Managing employees' performance can be said to be as important as any other work that all managers executeduring the year.

**Grote (2002)** describes performance appraisal as a formal management tool that helps evaluate the performance quality of an employee. Schneier and Beatty as cited in **Patterson (1987)** define it as a process which apart from evaluating also identifies and develops human performance.

**According to Karol (1996)** performance appraisal includes a communication event planned between a manager and an employee specifically for the purpose of assessing that employee's past job performance and discussing areas for future improvement.

Today's performance appraisal process has evolved into a more planned and formal process. It is used as a means which helps identify and compare employees' performances. The appraisals data are frequently being used to review several HumanResources decision. It can determine any need for career developments and trainings. For issues such as raise in salaries, rewards and promotions, employers are more andmore making use of the appraisals' results. Appraisals have now developed into a regular and intervallic system in organizations,

normally carried out at least once a year. When talking about the modern approach to appraisal, the term feedback cannot be ignored. The one-to-one discussion between supervisors and subordinates gives rise to feedback and is referred to as the feedback process. This process can improve communication all through the organization but alsoit can reinforce

employees' relationships with their superiors. This is so as the workershave the feeling that they do matter to the organization and that their needs are being taken into consideration. The performance appraisal system has most likely become a future-oriented approach as it aims to improve future performances by considering present problems.

# Chapter 3
# Organizational Overview

## 3.1 Company analysis

**Fakir Fashion Ltd.**. is the 12th concern of Team group. Founded on 12th December 2012, Fakir Fashion Ltd. has expanded its operation throughout Bangladesh. We arein 16 locations all over Bangladesh. Apart from physical stores, we serve online throughan established Ecommerce site and Facebook stores

### 3.1.1 Overview and history

**Fakir Fashion Ltd.**

**Fakir Fashion Ltd.** puts a great effort into making clothes that fit and please every individual customer. We only make products they consider attractive, high quality, contemporary, genuine, and affordable. **FFL** wants people to love their clothes and have fun wearing them. The brand focuses on old school- classic look with a spicy twist to the upcoming/new generation's flashy notion and awesome detailing that is noticeable in each garment.

### 3.1.2 Vision

To become a customer centric, sustainable and unique leader in the global apparel manufacturing industry.

### 3.1.3 Mission

1. Create a Positive impact on people & community
2. Ensure end-to-end sustainable product with total solution through renewable resources
3. Establish technology and information driven value chain

### 3.1.4 Values

**. Commitment: Bringing our 'A-Game' every time**
**. Respect & Trust: Ensuring trust worthy partnership**
**. Integrity & Ethics: Making 'honesty' a second nature**
**. Transparency: Foster a culture of openness**

### 3.1.5 Trend and growth

Founded by Mr. Fakir Badruzzaman and led by his determined and progressive sons, Mr. Fakir Kamruzzaman Nahid and Mr. Fakir Wahiduzzaman Riyead, their business acumen is the grooming result of generations of entrepreneurship. Fakir Fashion Limited (FFL) opened its door to the apparel manufacturing business in 2009 as an independent vertically integrated knit garment setup from other Fakir Group businesses already in existence.

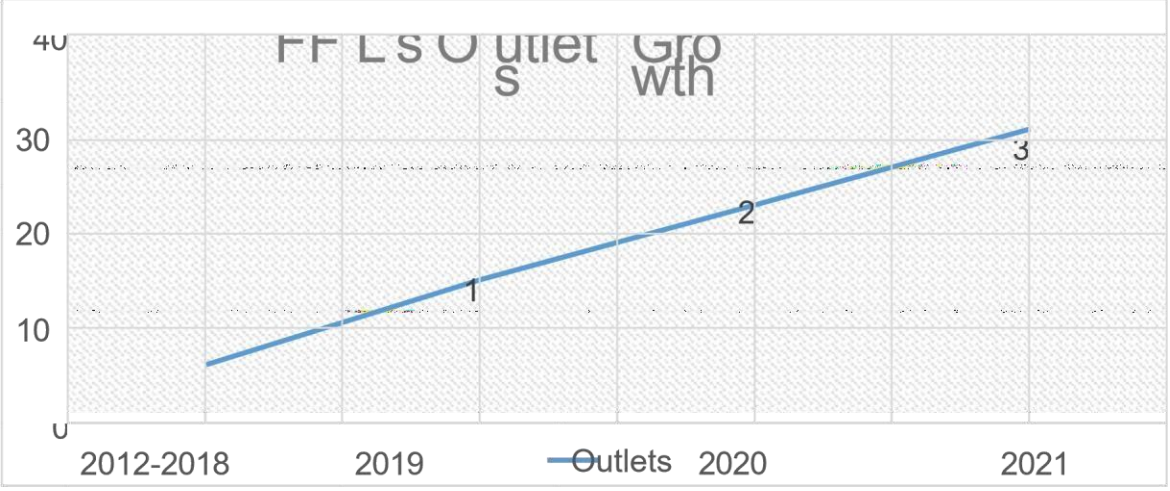
Since its inception, FFL has gone from strength to strength in becoming a leading apparel manufacturer in Bangladesh. With over 50+ tons of knitting, 55+ tons of dyeing and 230+ sewing lines, FFL has positioned itself at the forefront of the apparel manufacturing sector by utilizing a combination of innovation and visionary leadership.

Today it is adding value to the country's economy by bringing millions of dollars in business from foreign markets and acting as a flag bearer for the 'Made in Bangladesh' brand.

.

The basic strategy of **FFL** clothing started with expansion planning. Keeping the operational cost in mind Twelve's strategy was to expand their business outside Dhaka. While their first 5 outlets were in Dhaka, but when thinking about new expansion the management came to a new strategy to expand the business outside Dhaka alongsidethe capital. If we look into the expansion from 2017 to 2021, we will see the direct reflection of the Brand's expansion strategy.

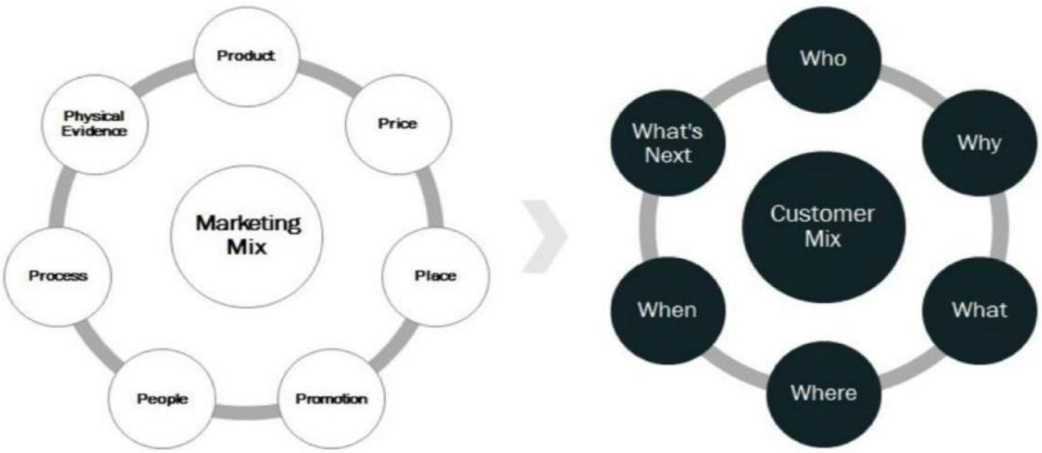
| 2012-2018 | 2019 | 2020 | 2021 (Till now) |
|---|---|---|---|
| 1. Jashimuddin-Uttara<br>2. Banasree<br>3. Dhanmondi<br>4. Jamuna Future Park<br>5. Mirpur | 6. Bashundhara City<br>7. Mymensingh<br>8. Feni<br>9. Sylhet<br>10. Tangail<br>11. Wari<br>12. Bogura<br>13. Cumilla 1<br>14. Cumilla Express | 15. Jashore<br>16. Chattogram<br>17. Maijdee-Noakhali<br>18. Barishal<br>19. Habiganj<br>20. Feni-2<br>21. Cox's Bazar<br>22. Kushtia | 23. Khulna<br>24. Mirpur 2<br>25. Sirajganj<br>26. Moulovibazar<br>27. Tangail 2<br>28. Khilgaon<br>29. Mirpur 3<br>30. Satkhira |




But after 2020, **FFL** has decided to capture the urban market more, as urban market creates better brand image than semi-urban market. Therefore, from 2021 they have started to establish new urban stores in the major locations in Dhaka, Chittagong and
Sylhet which in exchange of higher operational cost creating better brand image in customer's mind.

### 3.1.6 Customer mix

In this era, where market place becomes global the power shifted from suppliers to endusers. The main component of the marketing mix is the customer and without customer,there is nothing in the marketplace.




For understanding **Fakir Fashion Ltd**'s customer mix, first thing that we have to analyze is who FFL's target segment are basically. **FFL's** business strategy andall promotions are based on age group. The main customers of **FFL** falls under 18-40 age group and belongs to socio economic class of Lower middle to upper middle class. These are the customers who has the purchasing capacity and interest in fashion.They have tendency to buy and try new fashions.

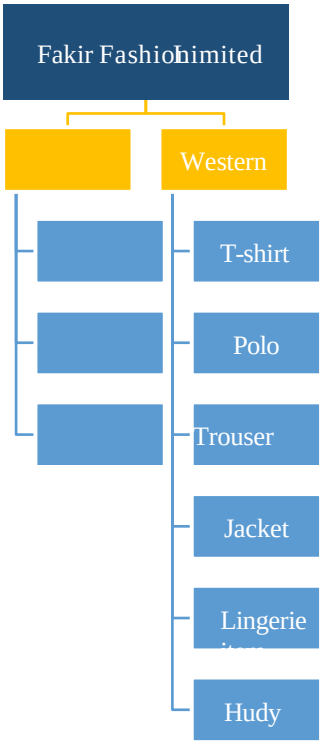
**FFL's** product pricing is lower than the brands which are currently operating in Bangladesh and they try to maintain quality product in lower rate as they have strong RMG factory support. This works as a USP to this organization.

The location **FFL** chooses to establish their outlets are based on the demographic analysis. They open outlets in places where the target group of customers are available. Previously their strategy was to reach the outside Dhaka customers, which have recently changed. Currently they are planning to

establish this brand in Dhaka. Right now, they have 30 outlets all over Bangladesh. It covers all the major areas of Bangladesh and planning on developing 50 outlets all overthe country.

### 3.1.7 Product mix

The product mix of a company is crucial to understand as it exerts a profound impact on a company's brand image. Maintaining high product width and depth diversifies a firm's product risk and reduces dependence on one product or product line. With that being said, unnecessary or non-value-adding product width diversification can hurt a brand's image.




As mentioned in the chart, **Twelve** operates with two major segments of products: Ethnic and Western. Ethnic product covers all traditional products of our region such as Panjabi, 3 pieces, Kurty, fatua etc. In western section **Twelve** tries to blend both western and our regional fashions which brings an indo-western look on our western products.

### 3.1.8 Operations

**Twelve** Clothing operations is based on three major segments:

1. Backend production and planning
2. Distribution and overall inventory management
3. Frontend Service-Direct Sales through outlet

For backend production for 4 major events: 1. Falgun & Valentine, 2. Eid ul Fitr, 3. Eid ul Adha, 4. Winter, planning starts from 3 months before the events. The category management team at **Twelve** distribute the production target to the designers and production timeline to Merchandizers. According to the planning, designer and merchandizing team works for production.

After the production is done, products are stored in warehouse and distributed among the outlets according to outlets sales trend and outlet size.

Currently **Twelve** has 30 outlets all over Bangladesh. Three area sales manager and one national sales head control overall sales process and monitor whole sellingprocedures

### 3.1.9 SWOT analysis

| **Strength** | **Weakness** |
|---|---|
| 1. Team group has 5 factories for westernproduct production | 1. As export is the main priority of the factories, production for Twelve clothing is hampered |
| 2. Internal design team to develop designs and sample production | 2. No proper product development facility for western design team |
| 3. Strong distribution and warehouse team to support outlets with products in due time | 3. ERP for distribution team is backdated. Therefore, it takes more time than required |
| 4. Strong financial capacity of the group tosupport purchase | 4. Weak finance team to support functionalissues |
| 5. Internal e-commerce team to support business online | 5. Retaining human resources is a big issue |

| | |
|---|---|
| 6. Strong sales team to support front end | 6. Lack of investment in digital marketing and branding |
| 7. Internal ERP system to track business | 7. Internal ERP system takes a lot of time to develop |
| 8. Strong Analytical team to track business growth and new opportunities | |
| **Opportunities** | **Threats** |
| 1. As Bangladesh has huge opportunities togrow in retail, there is a high possibility expand the business locally | 1. Few strong competitors are leading themarkets. |
| 2. People are more fashion conscious nowadays as a result of social media. | 2. Very few skilled human resources are foundin the market to work in fashion industry |
| 3. As the target customers are young generation, currently they like to shop from Brands | 3. Lack of knowledge about fashion in semi-urban areas. |
| 4. Locally, we don't have strong brands otherthan Aarong | 4. New competitors are growing day by daywith better set up. |

## 3.2 Industry analysis

### 3.2.1 Specification of fashion retail industry

Bangladesh will become a middle-income country by the year 2022 expectedly and thegrowth of the economy is increasing day by day as well as the buying power of the citizen. This economic growth of Bangladesh has opened the gateway of the retail business model to the big names of the country.

Garment manufacturers of Bangladesh who is well established with equipment and resources, they are keen to join the retail industry to capitalize the retail industry as themarket is growing and going to be stable in the future.

Some large players such as Yellow from Beximco Group, Smartex from Giant Group, Red Origin from Partex Group, Sailor by Epyllion, SaRa clothing belongs to Snowtex, Richman from Lubnan Trade Consortium Ltd, etc. Despite having the strength in manufacturing why one should venture into the retail sector? The answer is given by the experts in the rapid

growth of the economy which thrives the buyers to spend more and as a result, there is an opportunity for the retail sector.

Moreover, global giants are also very much keen on this completion and that is why they slowly but tactfully enter this sector by creating distinguish dimensions. Big players like Puma and Decathlon are here to offer sportswear for their customers as well thereare some early birds like Uniqlo who are holding back for a long time with the GrameenGroup who are now ready to enjoy the large dividends by establishing themselves steadily over the year. There are many others who are waiting to wave their wings to announce their presence.

### 3.2.2 Size, trend, and maturity of the industry

As per some estimates, the total market size in retail is around Taka 1,500 crore and the growth rate is around 15 per cent for the last 3-4 years, which is expected to continuewell into the coming years that would witness the market grow around 15 times.
However, compared to the total retail market, organized retail consists only over 1 per cent. According to Bangladesh Superstores Owners' Association (BSOA), some 30 companies with over 160 outlets are currently operating across the country.

The surface of the retail landscape of Bangladesh is not smooth as seems very linear. It has also some challenges. Like other Asian countries, the retail sector is not yet an established market in Bangladesh. The roots of this sector are not strong enough to be a fruitful tree due to some ground problems such as poor strategic direction, lack of market knowledge, limited market intelligence, weak supply chain, and policy and tax complications are just some few names.

### 3.2.3 External economic factors

Economic factors have a significant impact on how an organization does business and also how profitable they are. Economic factors include-economic growth, interest rates, exchange rates, inflation, disposable income of consumers, employment etc. These factors can be

further broken down into macro-economic and micro- economic factors. Macro-economic factors deal with the management of demand in any given economy. Micro-economic factors are all about the way people spend their income. The effect of some of the economic factors on fashion industry is summarized below.

### 3.2.4 Disposable income and employment

Increasing disposable income of households, has been witnessed in most of the Economic Cooperation and Development (OECD) countries over the last couple of years This implies that there is more money available for consumers to purchase clothes, which may increase the total sales of fashion companies. On the other hand, the employment rate in most OECD countries has continuously decreased over the lastfew years. In the course of this trend, there might be less people able to buy fashion clothes due to the unemployment, but those who are employed can spend more moneyon the products due to higher disposable income. Consequently, as an option for higherprofits, fashion firms may increase price by enhancing product quality.

### 3.2.5 Growth in global economy

According to the OECD, the global economy is expected to strengthen and grow in thenext few years. The European Commission declares that the fashion industry itself hasconstantly growing at around 10%. The global women's apparel market growth rate is expected to increase by 50% till 2025. As a result, there are greater opportunities for the internationalization of apparel brands.

### 3.2.6 Raw material and labor costs

Raw materials like oil and water are becoming scarce; resulting in a rise in manufacturing cost of apparel. The European Commission alerts that due to the declineof the manufacturing industry, skilled labor has decreased and became more expensive,which may pose a threat to competitiveness in the apparel industry. As a response to these two trends, fashion industry tends to outsource the textile production to low-cost manufacturing countries like Bangladesh or Cambodia in order to cut production and

labor costs. However, experts alert that even in these countries, the resource prices already have and will be rising significantly in the future.

### 3.2.7 Technological factors

The fashion industry has always been subject to technological changes and has influenced the way in which apparel products are produced, supplied and delivered to customers. The emergence of the Internet and improvements in communication technologies have facilitated and accelerated the information flow of new trends and brands from the customer to the retailer, which enables companies to respond more quickly to the latest market impulses. In turn theses advancements have increased customer demands since the media continuously updates them about the newest fashion styles. A similar improvement in knowledge transfer and interaction can be witnessed between retailers, wholesalers and manufacturers, which are able to benefit from more efficient distribution and communication channels. Besides, lowcost advertisement and marketing options for retailers

corporate website are on rise to attract consumers for buying fashion products. Innovations like matrix coding, the co-creation of produ,cts and online shopping have made the decision and purchase of fashion easier and more convenient for customers. Despite the technological enhancements, the apparel industry remains rather labor-intensive with limited automation because of frequent design, textile and demand changes.

### 3.2.8 Buyer power

The first important force is the bargaining ability of buyers, who can choose to push down prices, not buy products, or switch retailers. In the case of the fashion industry, buyer power is a relatively large force.

While clothes shoppers are typically individuals with little to none direct bargaining power (as compared to huge companies, buying in bulk, who might be the main clientsin other industries), they have many alternative locations to shop for apparel and little incentive to stay with one particular company, giving them plenty of indirect bargainingpower.

### 3.2.9 Supplier power

In the fashion retail industry, supplier power is a relatively small and insignificant force. Most apparel companies source their products from third world manufacturers who receive just fractions of the profit. Suppliers have little control over the fashion industryas, unfortunately, they are dispensable and can always be swapped out.

As a result, input prices for this industry are relatively low and will stay there until the global development gap closes up significantly.

### 3.2.10 Threat to substitutes

Fortunately for those in the fashion retail industry, there is little to substitute clothes with.This force is almost negligible — all ‘substitution’ in the fashion industry is really just competition. To sum up, the fashion industry seems difficult to successfully dive into, and bleak for companies already within this space.

### 3.2.11 Industry rivalry

The fashion industry is an interesting one when it comes to analyzing through the intensity of competitive rivalry. There are large numbers of retailers who sell very similar products, but there’s also the concept of brands, which allow some companies to sell apparel for ridiculous rates. Nowadays there is little innovation in this space, so the market is quickly becoming saturated with very similar products

# Chapter 4

## Performance Management System

## 4.1 Performance appraisal of Fakir Fashion Ltd.

The performance Appraisal process puts significance on the evaluation of their employees at **FFL**. Human Resource dept. of Twelve Clothing is solely responsible for the execution of a successful performance appraisal process. HODs (Head of the department) is responsible for evaluating their individual employee. Belowwe are going to discuss the overall process of performance appraisal taken by Twelve Clothing Ltd:

- The performance appraisal of Twelve Clothing ltd is done basically at the end of the year. For that reason, managers of every department set KPI (Key Performance Indicator) for each individual employee at the beginning of every year. It demonstrates a clear picture to every employee that what is expected from them and how they should work accordingly.
- Usually the HODs (head of the department) rate the employees as a rater and they observe employee's behavior while they are working throughout the year.
- Particular supervisor for particular employees noted their behavior and save them in memory.
- Before the final evaluation process, at a specific time in a year or once in a year supervisor goes to a different supervisor to rate their individual and this practicereduces the biasness significantly while rating.
- From the evaluation result, rewards/benefits are given to the employees such assalary hikes, incentives, bonuses, profit share, etc.
- While doing the appraisal process if any employees found that he/she is performing low then Fakir Fashion Ltd arranges different types of training, workshop, and seminars for the development of particular employee/employeesso that they can enhance their skills and knowledge.

After the appraisal process, results are sent to the top management for the promotion, rise in salary, special rewards, etc. of individual employees'. If there is any question raise in the mid of employee regarding the PA process, he/she have the opportunity to ask his/her supervisor and supervisor gives them proper

any employee is giving low performance than expected he/she can go for a direct conversation with his/her supervisor to understand the criteria. However, if any

employee continuously gives low performance even after 2 years Fakir Fashion Ltd dismisses him from the service.

### 4.1.1 Objectives of Performance appraisal of Twelve Clothing

Like every other organization, Twelve Clothing Ltd is doing the performance appraisal with a common objective behind it. Which are given below:

- First and foremost, performance appraisal creates a chance for the supervisors to make a conversation about the improvement of their employees. Thus the overall PA process works as a review system oemployee performance for the supervisors.

- In the second place, performance appraisal gives an insight the needs for necessary development and also particular training. PA helps also the supervisorto get a clear picture of the capability of an employee about what he/she can doin the future. So, PA can bring out the maximum contribution from employees tothe organization.

- Moreover, performance appraisal works as a reward review because it defines the benefits on past performance results. By giving deserving rewards for doinghigh-performance boosts employee motivation and their employee ownership will be at the top. • Finally, the purpose of PA is to define the effectiveness of HR functions.

## 4.2 Different methods used for performance appraisal:

Various numbers of methods are used for assessing the performance of employees. Due to the variations in the advantages and disadvantages of each method, it is not possible to use one single method for all organizations. So, we can say that a single method or technique is not applicable to all organizations.

The methods of evaluating the performance of employees are classified into two parts which is introduced by Strauss and Sayles.

### 4.2.1 Traditional methods

i. Ranking Method.

ii. Rating Scale Method.

iii. Forced Distribution Method

iv. Critical Incident Method

v. Confidential Appraisal Method

vi. Paired Comparison Method

### 4.1.1 Modern methods

i. Management by Objectives (MBO).

ii. Behaviorally Anchored Rating Scale (BARS).

iii. 360-degree performance appraisal

iv. Human resource cost accounting method

v. Assessment Centre.

In below, I am going to elaborate that particular method used by the management of Twelve Clothing Ltd.

## 4.3 Rating Method

The most widespread technique for assessing employee performance is the **rating scale method/technique.** In this method, employees being rated according to evaluator's records and put their judgment about employee performance on a scale. **FFL** mostly uses this rating method to assess their employee's performance. The manager put 1-5 scores on different criteria for scoring their employee's performance

## 4.4 Major elements of performance evaluation of Fakir Fashion Ltd.

Every organization has dissimilar aspects and elements for assessing the performanceof its employees. For assessing the employee's performance at Fakir Fashion Ltd. there are two different sections. That two-section are mentioned below:

**Section A:**

**Functional Skills (50 Marks)**

1. **Quality of Work (5 Marks)**
2. **Work Habits (5 Marks)**
3. **Job Knowledge (5 Marks)**
4. **Productivity ( Marks )**
5. **Efficiency ( 5Marks)**

**Section B:**

**Interpersonal Skills (50 Marks)**

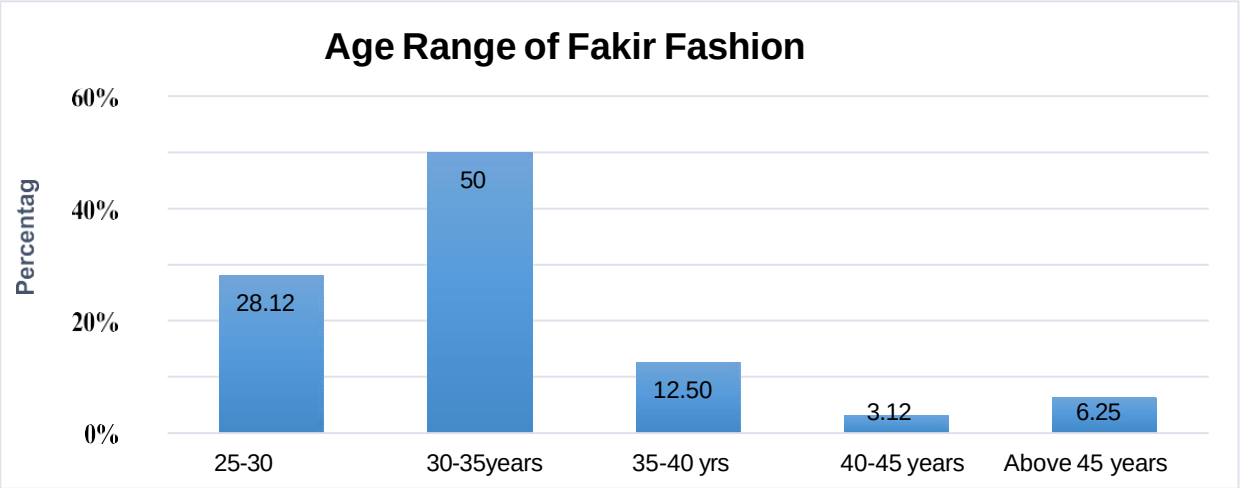
1. **Interpersonal Relations ( 5 Marks)**
2. **Leadership Skills ( 5 Marks)**
3. **Innovation ( 5 Marks)**
4. **Adaptability ( Marks)**

**Team Work ( 5 Marks )**

## 4.5 Analysis and interpretation of gathered data

As the world become global, the competition is always on the high as well as the corporate world is becoming competitive, performing in highest level by every employeeis necessary for all institution. So, PA process is vital for every employee as well as for the organization. From that point of view, I did a survey on the employees of **FFL** as a requirement to fulfill my report where I try to understand their notions regarding their performance appraisal process. From the survey, I take a chance to gather information about the succession rate in terms of attaining the intention of PA process. I did a survey about 40 employees of the organization.

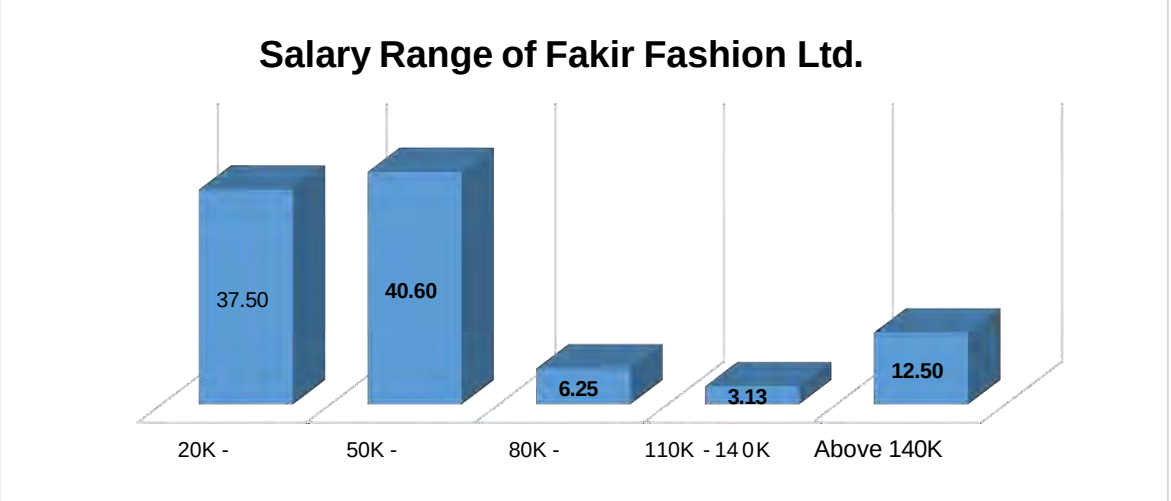
The below bar chart dictates the age ranges of Twelve Clothing Ltd.




**Data Interpretation**

This chart depicts 50% of working employees are between 30-35 years, which is the highest response. Then, 28.12% respondents were of 25-30 years the second highestresponse and the lowest response is more that, 3%

Beneath described bar chart describes salary ranges of Twelve Clothing Ltd -




**Data Interpretation**

The above chart depicts that. Responders salary ranges mostly fall in 50-80 thousandand the rate is more than 40%. Second highest is in the group of 20-50 thousand andthe rate is about 37.50%. very few responses I get from the group of 1 lac 40 thousand's group and the rate is more than 12% This below mentioned bar chart depicts job level of responders at FFL:

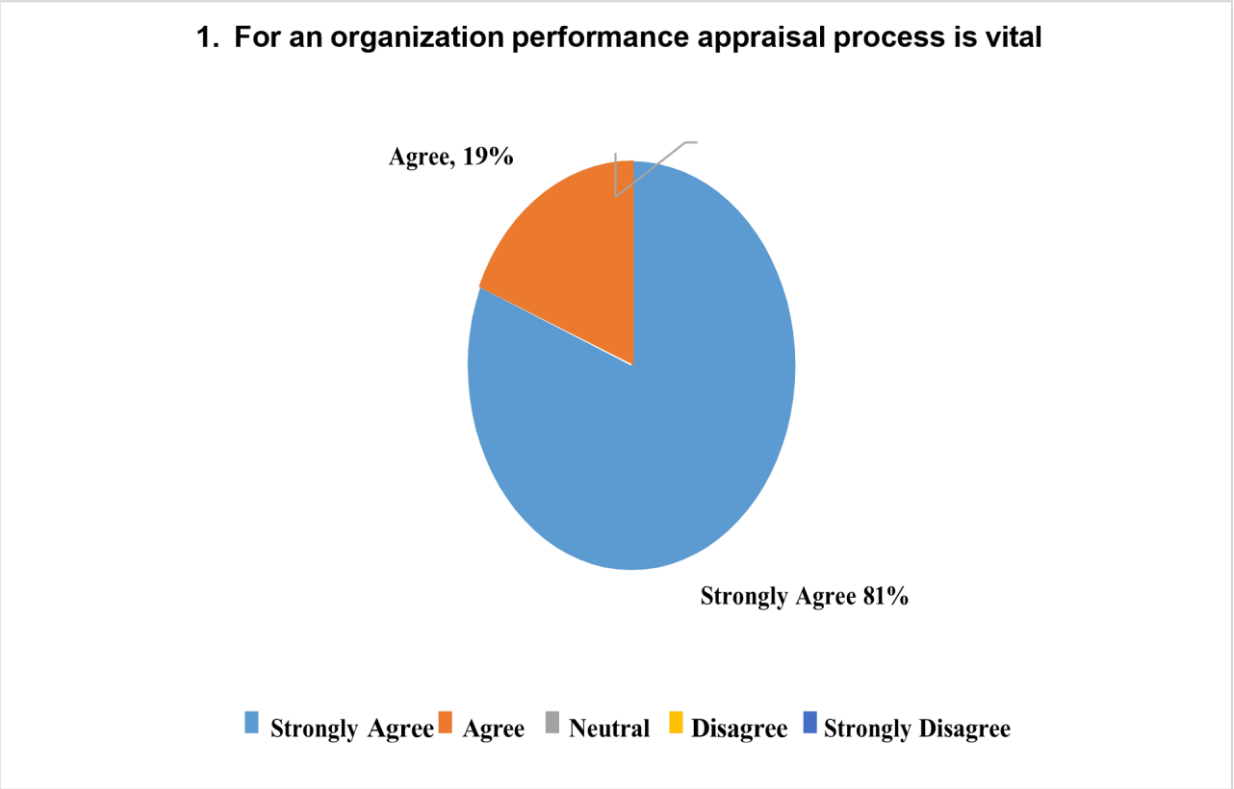



**Data Interpretation**

More than 50% of employees (53.13%) among the respondents are entrants. More than 37%are from mid-level job position and about 9% is from top-level job position.

### 4.5.1 Performance Appraisal

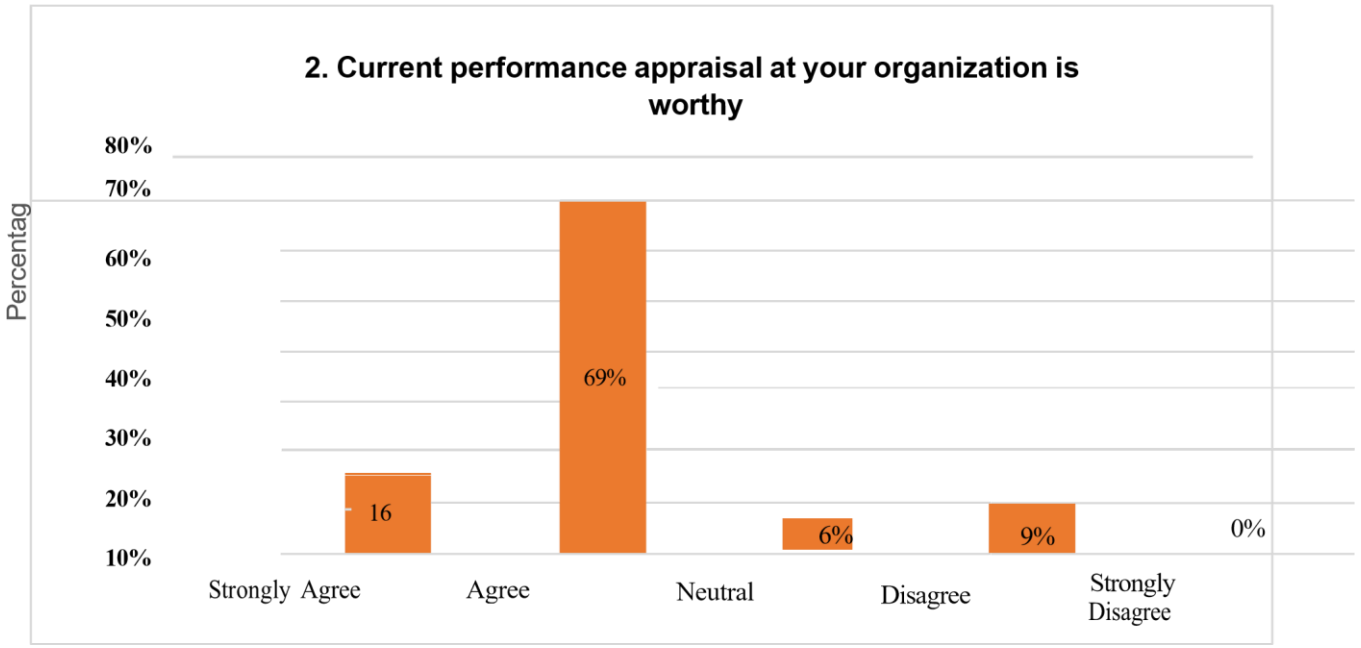
1. For an organization performance appraisal process is vital.




**Data Interpretation**

To understand in which scale employees of Twelve Clothing Ltd undertaken the performance appraisal I told them to give score where about 81% strongly agree with the opinion. So, every employee stated that PA process is significant. 0% in total respondents are neutral, disagree and strongly disagreed regarding this statement

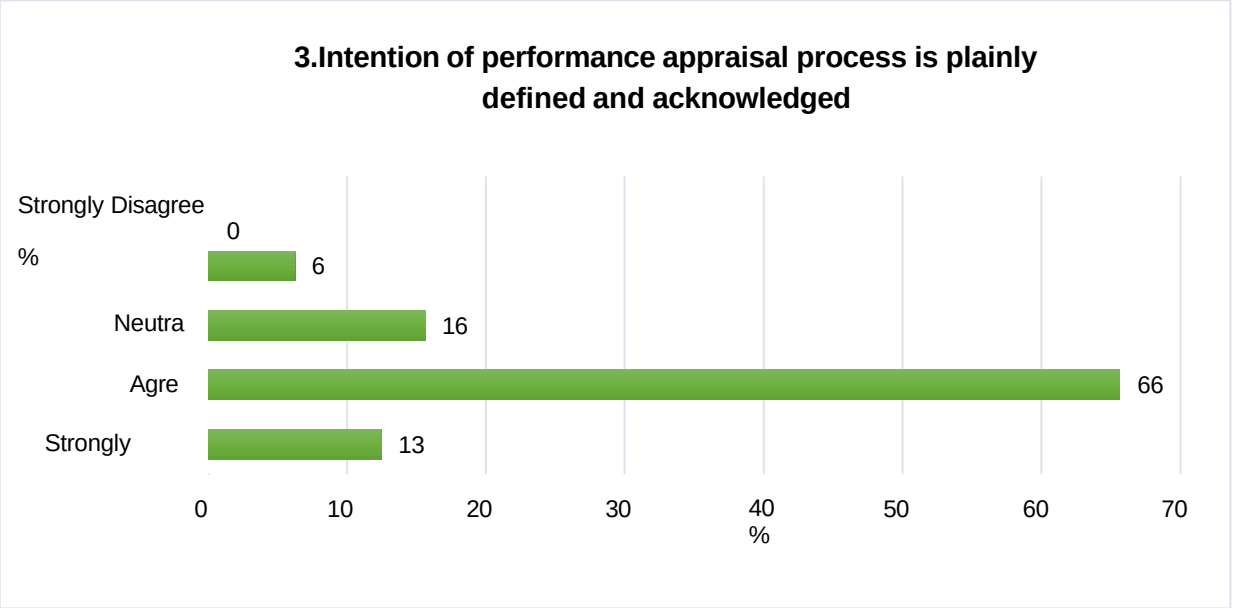
2. Current performance appraisal at your organization is worthy.




**Data Interpretation**

Most of the responders about 69% thinks that the existing PA process is worthy and they are satisfied of Twelve Clothing Ltd. Very few responders about 9% disagreed withthe opinion. This is indicating that, employees of Twelve Clothing Ltd are taking the PA process positively which expressed the efficiency of performance appraisal of Twelve Clothing Ltd. Because if there is no efficiency of PA process then it will lead to less productivity of employees.

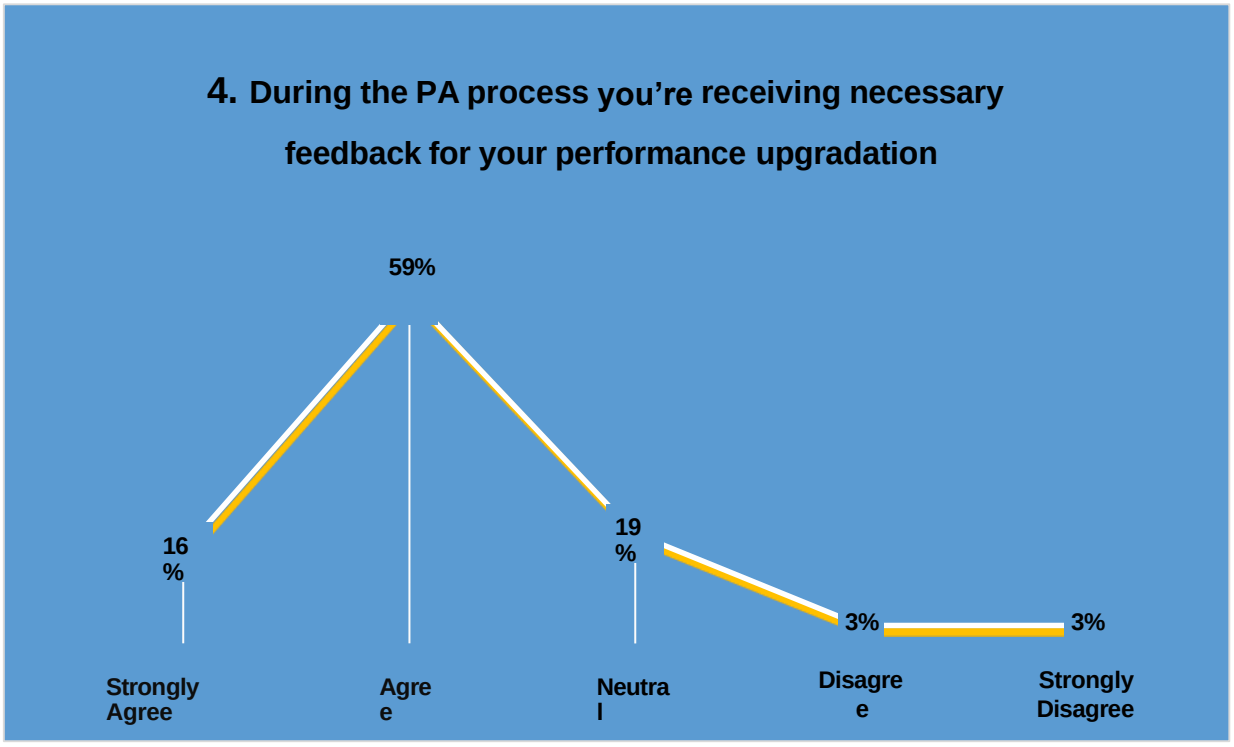
3. Intention of performance appraisal process is plainly defined, and acknowledged




**Data Interpretation**

About 66% and 13% employees are completely agreed that the intention of performance appraisal plainly defined and acknowledged. The highest responses of agreement dictates that, employees of Twelve Clothing Ltd have a clear understanding about their individual goals, expected behavior from employees and how things will be done. Total 22% of respondents rated neutral (16%) and disagree (6%) which is not an inescapable number. So, Twelve Clothing needs to address the issue try to eliminate that percentage to make sure every employee has lucid idea about performance appraisal.

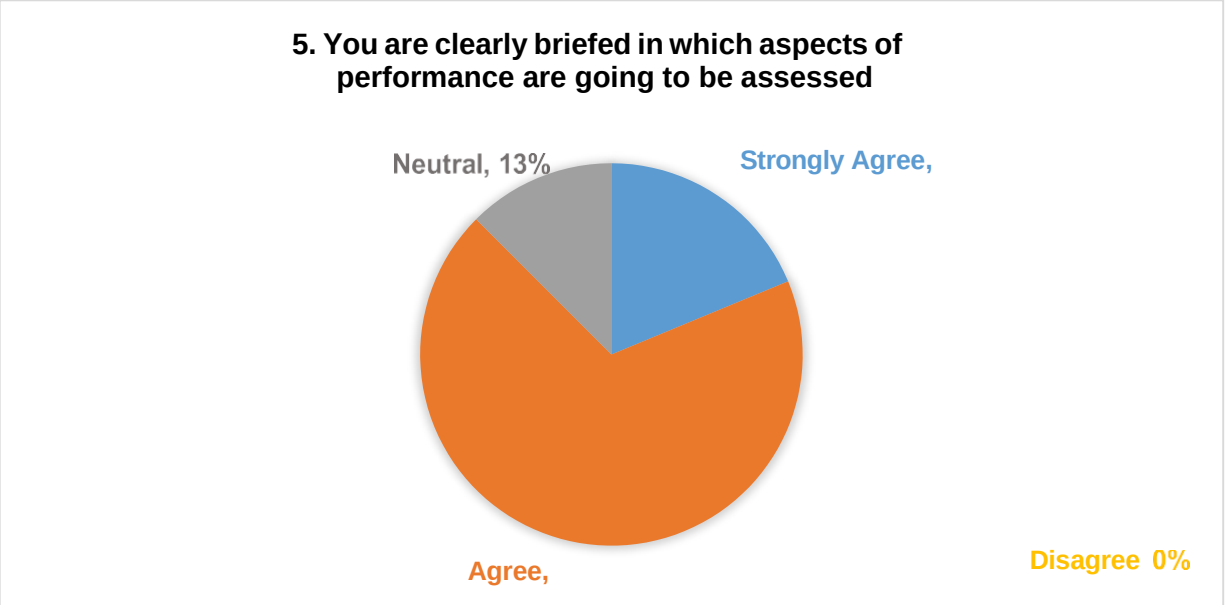
4. During the PA process you're receiving necessary feedback for your performanceupgradation.




**Data Interpretation**

About 19% employees are neutral regarding the statement whereas, 59% employees are agreed that they are receiving necessary feedback on their performance for their upgradation and total 6% employees among 100% respondent disagree with the opinions. Receiving feedback holds notable the whole PA system as it gives an employee a clear picture in which area the need to upgrade themselves accordingly.

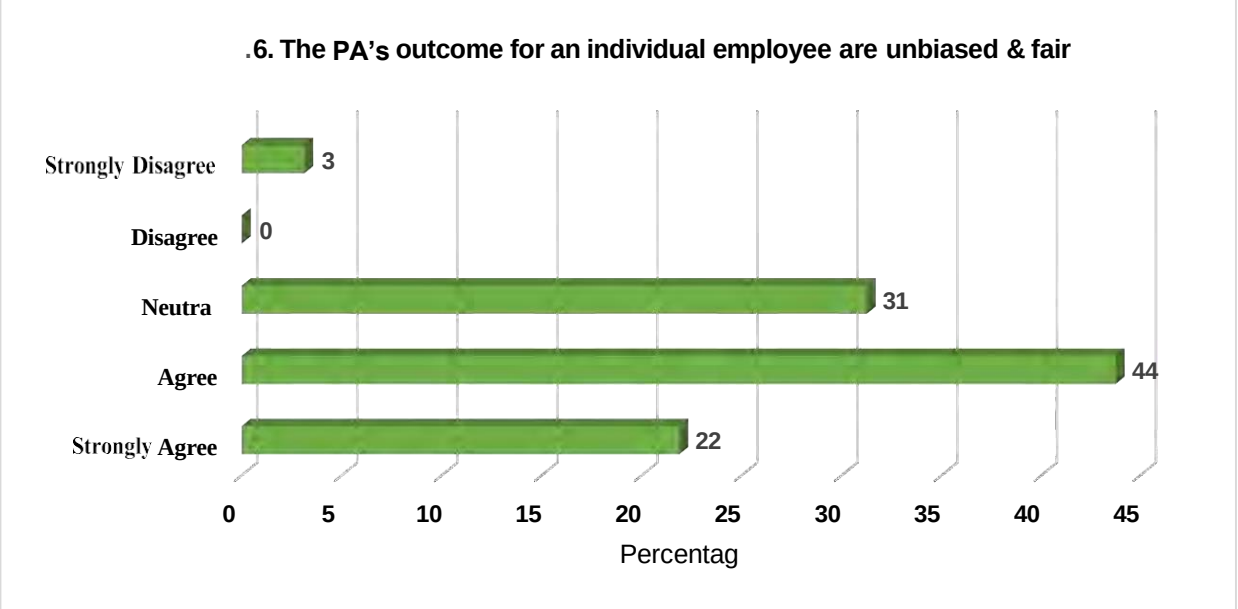
5. You are clearly briefed in which aspects of performance are going to be assessed




**Data Interpretation**

Among all the respondents almost everyone is agreed with the statement. About 69%respondents agreed and 19% are strongly believe that they are briefed clearly in whichaspect their performance is being assessed. Based on some financial and non- financial term, Twelve Clothing's employee performance is evaluated.

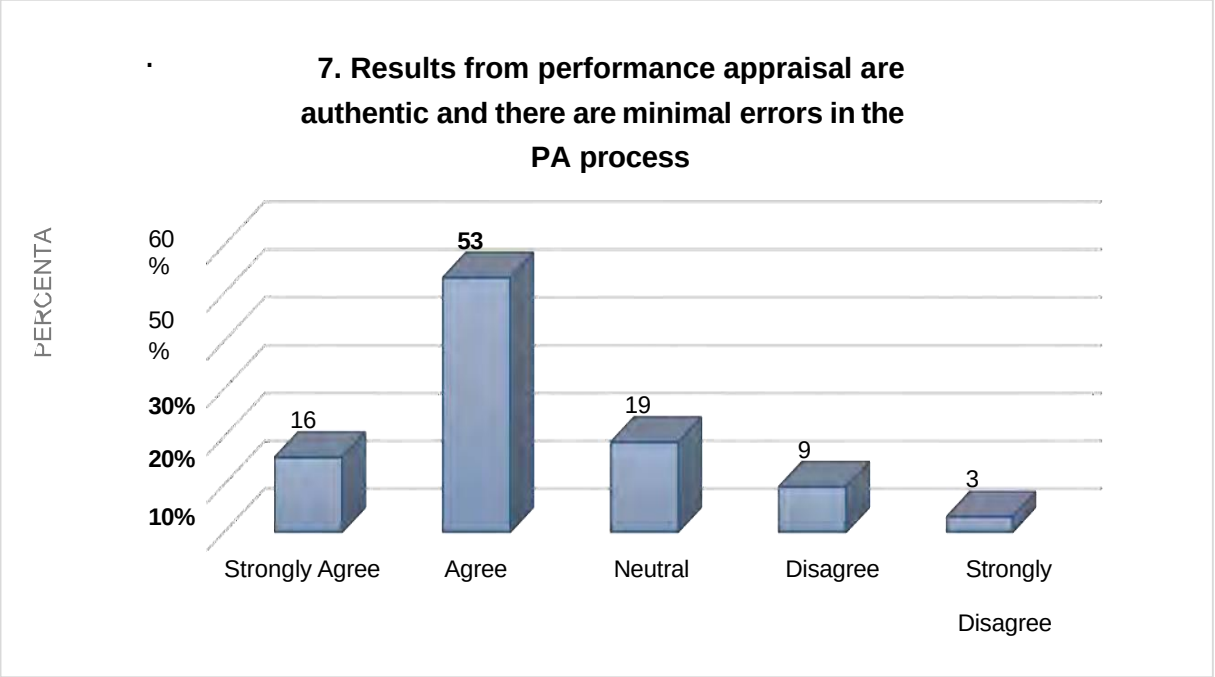
6. The PA's outcome for an individual employee is unbiased & fair



**Data Interpretation**

About 66% more than half of the responders (44% Agree & 22% Strongly agree) believe the PA process of Twelve Clothing Ltd is unbiased. It reflects that there is a positive vibe in the mind of employees about the PA system of Twelve Clothing Ltd whichis very important for Twelve Clothing Ltd. This positive picture is the result of un- biasness regarding the promotion of an employee, Twelve Clothing Ltd weighted employee's performance from both the supervisor's notion and by others too. 50-50 score is distributed for judging an employee; 50% score is in employee's own supervisor and rest of the 50% is depends on other supervisors.

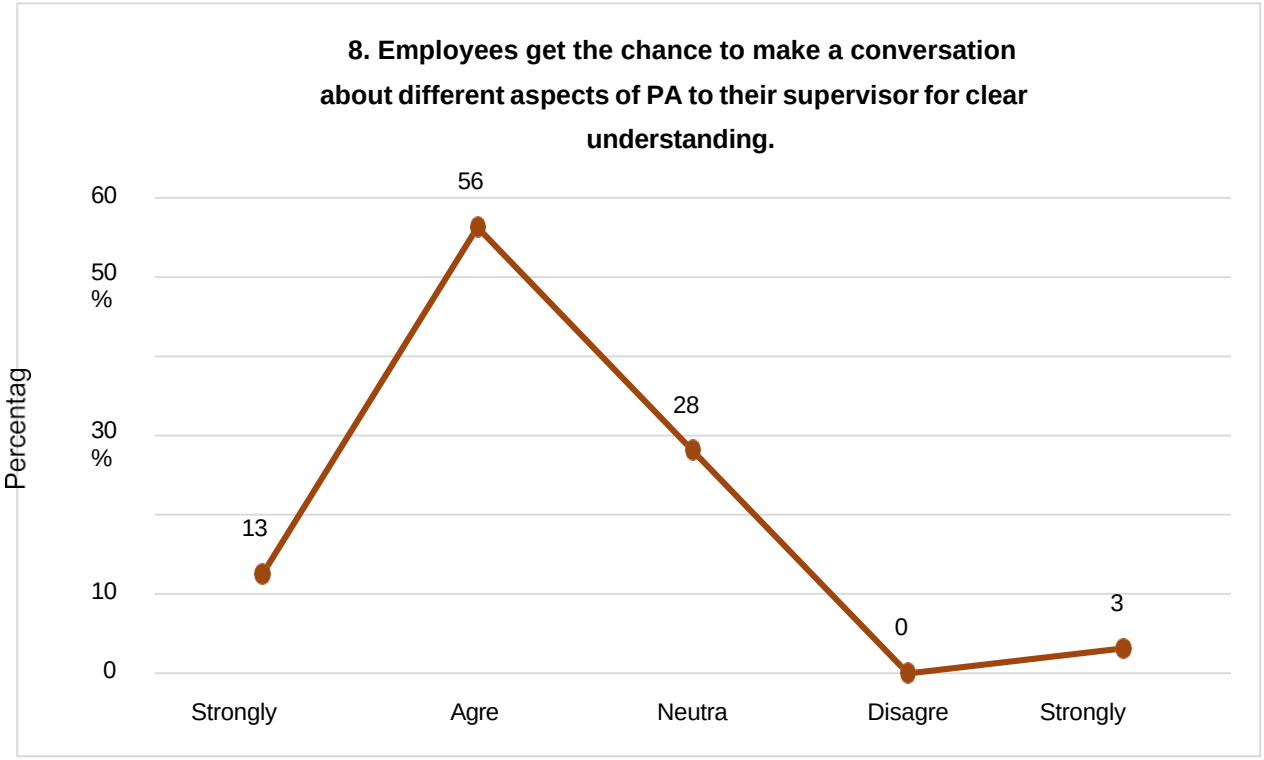
7. Results from performance appraisal are authentic and there are minimal errors in thePA process.




**Data Interpretation**

PA process should be accurate if organization wants the process be fruitful. About 16%, and 53% employees are agreed which is more than half of the responders that the results from the PA process is authentic and has minimal errors. Since employeeshas the chance to ask any queries about their evaluation, the responsible person calculated the ratings given by the supervisor with a serious concern.

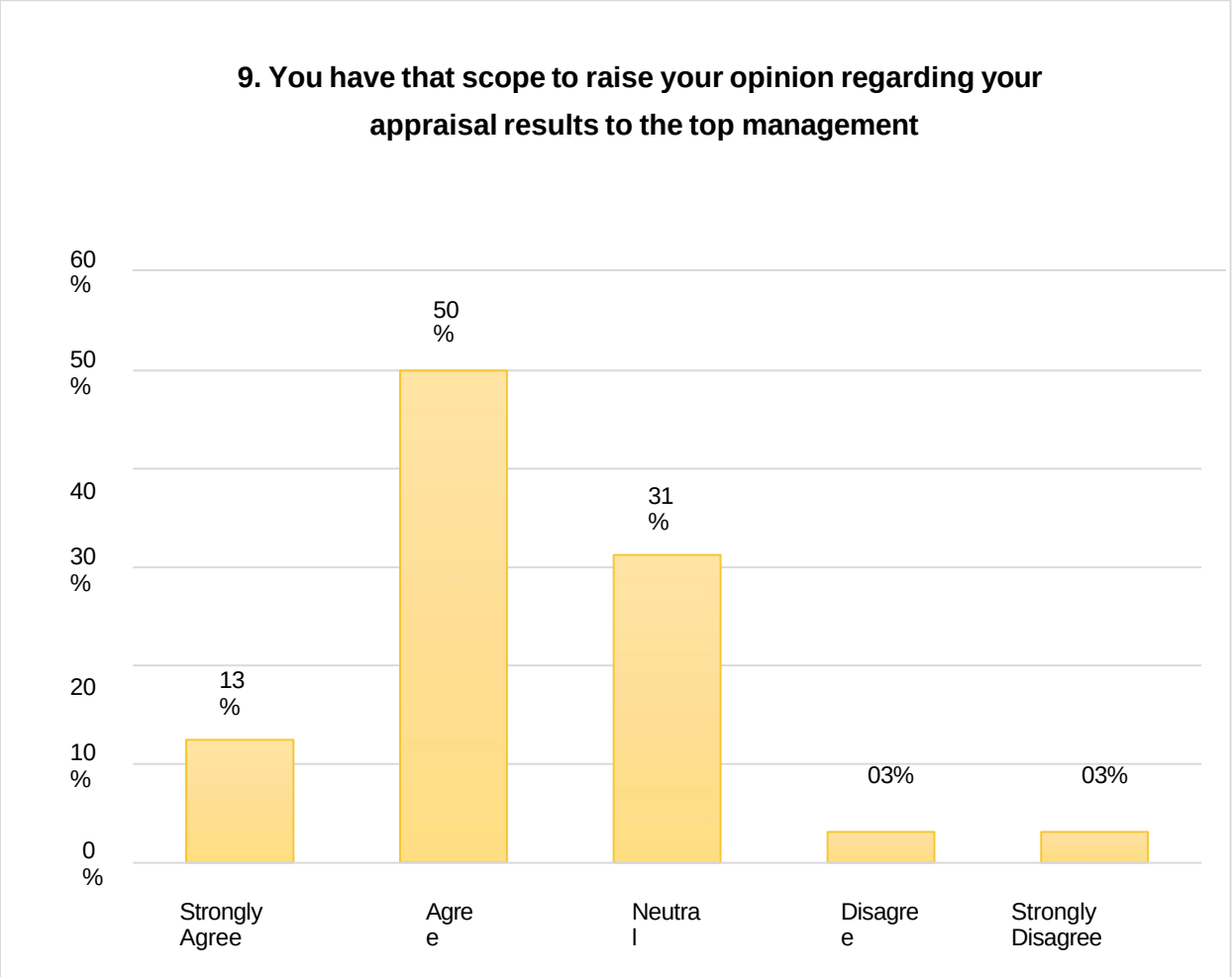
8. Employees get the chance to make a conversation about different aspects of PA totheir supervisor for clear understanding.




**Data Interpretation**

About 56% among total respondents stated they have the scope to talk over on different aspects of PA process to their designated supervisor. Employee and their respective raters sit together and discuss different aspects of performance appraisal.In addition, supervisor directs employee to improve their performance if its low and also give proper explanation about every queries employee asked regarding performance appraisal.

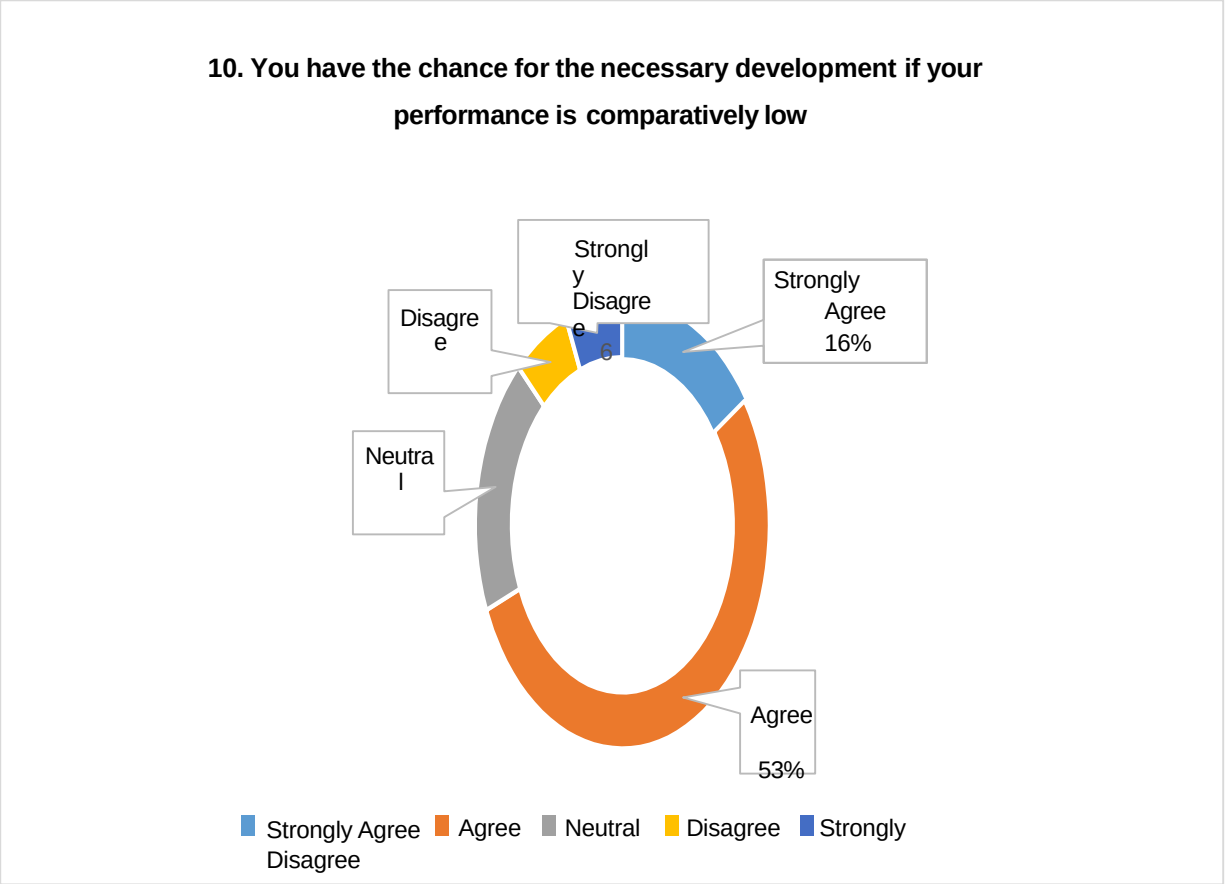
9. You have that scope to raise your opinion regarding your appraisal results to the topmanagement




**Data Interpretation**

Accurately 63% responders (13% Strongly Agree & 50% Agree) strongly agreed andagreed to the statement that they have enough scope to deliver their statement regarding the PA results. This result happened because all individual employee can express their notions, comments, speech to the management and the management looks after the issue seriously and gives and explanation to the particular employees.Whereas, about only 6% are not agreed with the statement .

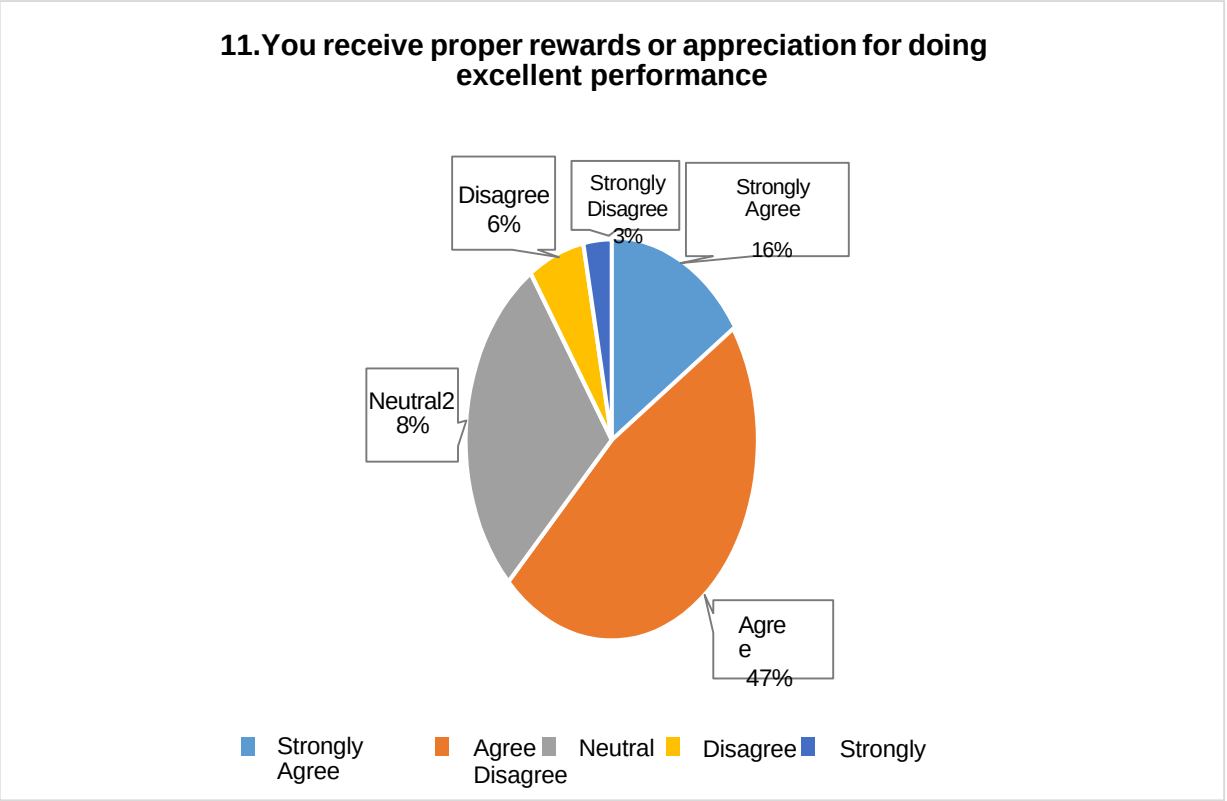
10. You have the chance for the necessary development if your performance is comparatively low.




**Data Interpretation**

About 53% & 16% respectively agreed and strongly disagreed to the statement that, they have the chance for developing themselves in the case of low performance. **FFL** scheduled different training programs for their employees where not only the employees with less performance but also the employees who expand their knowledge and experiences can also join.

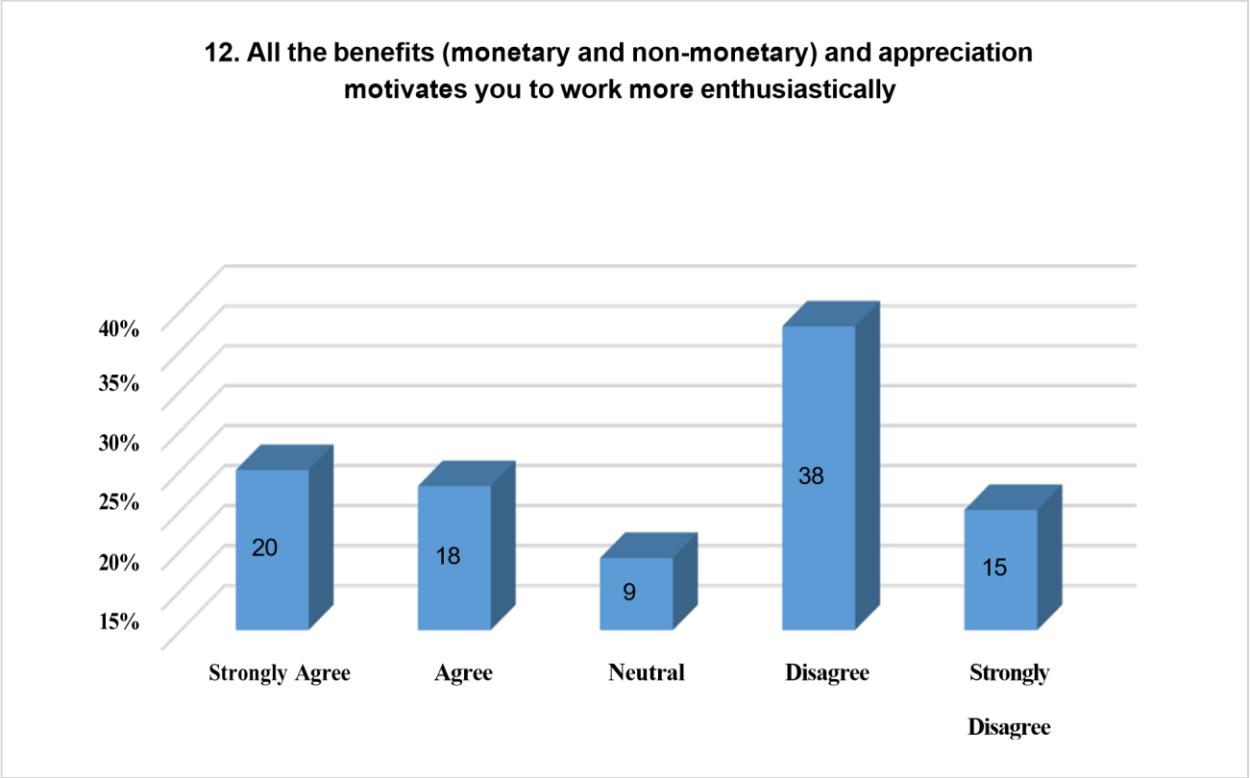
11. You receive proper rewards or appreciation for doing excellent performance.




**Data Interpretation**

Among the 100% of the responders 63% responders agreed with the given statement where almost half of the respondent (47%) agreed with the statement whereas 28% of the respondent remain neutral. Although percentage of agreed respondent is higher but the not agreed percentage needs to consider, because a handful amount of rewards and proper recognition can light up the employees' motivation and they do high performance and continue it.

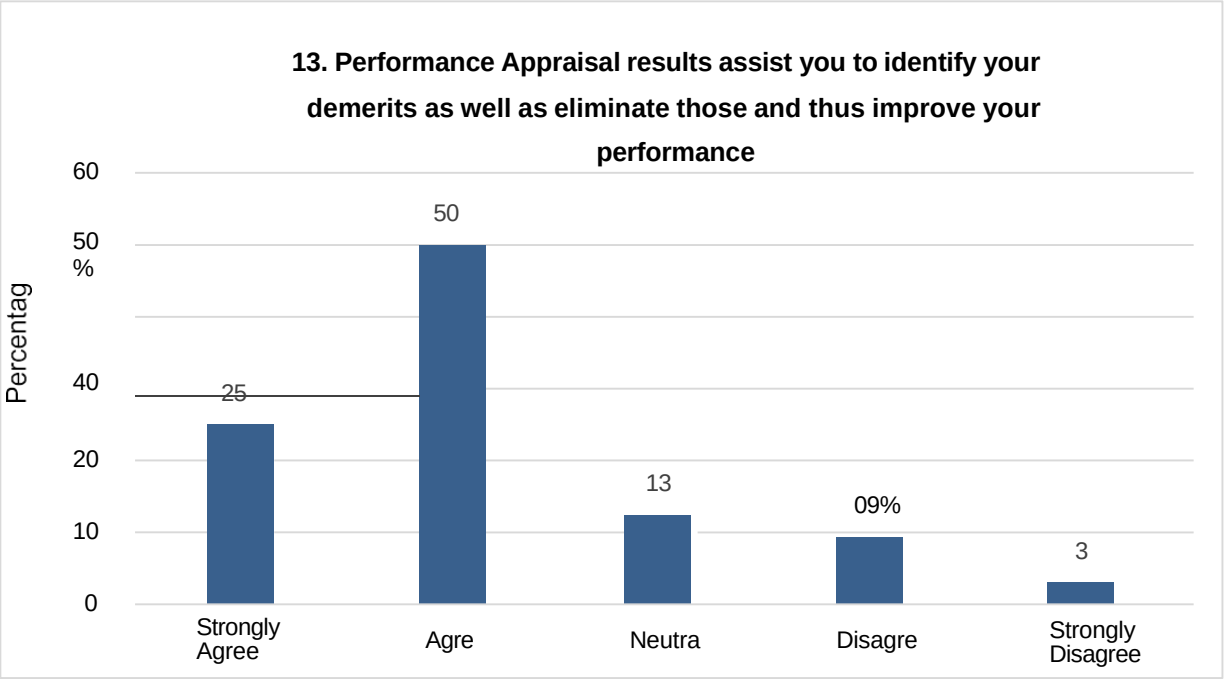
12. All the benefits (monetary and non-monetary) and appreciation motivates you to work more enthusiastically.




**Data Interpretation**

About 53% of total respondent responded that, rewards/benefits and appreciation given by **FFL** doesn't drive them to be more productive. Which state thatmore about 50% responders are totally disagreed with the statement. Whereas, only 20% are strongly agreed with the statement. This could have been happened becausethe new entrants might not get enough monetary rewards because their salary does not hike that much Moreover, FFL's nonmonetary benefits are not industry standards compare to others .

13. Performance Appraisal results assist you to identify your demerits as well aseliminate those and thus improve your performance.




**Data Interpretation**

The main reason for doing performance appraisal is to address employee's demerits and continuously improving the poor areas. About 50% of the responders in total agreed that performance appraisal is meeting its intention and about 12% in total disagreed to the statement. **FFL** address the employee's low performance and provide necessary consultation with proper training to the employees to eliminate the poor areas of an employee.

## 4.6 Findings from the data

There is no deniable opinion that performance appraisal is most significant aspects HRM and for that so, every organization considers the PA process as a mandatory thing for organization. Twelve clothing ltd puts a lot of time to design and implement the PA process. After come up with all the data that I collect fromthe various sources (primary & secondary) come with some inescapable opinions that are given below as findings:

Firstly, Fakir Fashion Ltd. appraised their employees in some different ways. I collect information from the HR dept. of FFL they said that, employees working in a sales department they are like to be evaluated through rating scale method. On the contrary, employees under HR dept. whose work nature cannot be defined through numbers expressed in different ways. For instance, how efficiently the employee has done the task.

Written record of employees' performance did not keep by the supervisor of twelve clothing ltd. which is a big problem, because while evaluating employees' it's not possible to remember all information about the employee performance and their behavior as well because employees are more than 500+ till now which is enormous.

All the employees of twelve Clothing ltd believe that PA process is important for them and this positive vibe indicates that the PA process has a huge influence to their performance. This belief is a good expression by the responders that, employees is taken the PA process the impact will be reflected to their performance. We can also see from the analysis that, overall all employees being

happy for the overall process of performance process of FFL as it will increase their productivity.

From the analysis part, most of the employees (75%) have a plain picture of the PA process whereas, 25% are not aware of the PA process. FFL needs to address this issue to make sure that every employee has a clear understanding of the PA process.

Research dictates that the majority of the employee respond that, they have plain idea on which their performance is validated. A plain idea about performance appraisal is mainly significant for top managers as they are the evaluators of employee performance. From the survey, there were 3 people from top management and they clearly said that have clear knowledge on which basis they are going to evaluate the employee.

The important issue is that after conducting the PA process responders don't feelany thrive toward their work even after receiving benefits. Motivating employee is one of the major concerns in performance appraisal and without ensuring motivation among the employees PA would not be effective.

Finally, more than 70% of the respondents agree that they are feting required feedback which helps them to eliminate their weak areas. Also, they are getting adequate number of trainings according to their needs.

In the end, it dictates that, after the PA process done twelves Clothing's performance appraisal meets most of the objectives. Though I can say that, FFL's performance appraisal enough effective.

# Chapter 5
# Recommendations and Conclusion

## 5.1 Recommendations for improving departmental operations

FFL is a newly opened fashion retail company. For any new corporation, it is tough to retain their potential employee because whenever they get a better offer they will shift and that is why it is vital for new organizations to continuously keep their employees satisfied.

Based on my survey from my notion I suggest some recommendations for the effectiveness of overall PA process of FFL. Which are given below:

The evaluators who are responsible to evaluate the performance of employees need to note down the information on every employee's performance. So it will be beneficiary to the supervisor to evaluate the employee on the evaluation time. It will help the rater not to overlook the important factors deciding performance evaluations.

To ease the employee about tracking their performance weekly feedback is required so that they can get the opportunity to improve instantly.

The raters who evaluate employees should get performance appraisal training so that it will help them to reduce errors.

Peer review on the PA process needs to be introduced across the company. Usually reviews done by the supervisor/managers which not always be effective. Where in peer review the evaluations are done from various points of view and is also helps those peers to know about the strengths and weaknesses of their colleagues which will result in much more co- another notable thing is that they need to develop the benefits of their institution and also provide adequate rewards to the employee so that the turnover may reduce. It also brings satisfaction among the employees and also they should increase the salary for the new hiring in the suggestion part, responders said that the overall PA of FFL largely depends on a number which should not be. It should be both in numbers and judgment which means the PA process

is based on both quantitative and qualitative FFL's authority needs to develop another rating system where subordinates also have the chance to rate their supervisors based on their behaviors.

## 5.2 Conclusion

The significance of performance appraisal is utterly undeniable for every organization. There are so many variables of performance appraisal and based on these variables the effectiveness of performance appraisal depends largely. Finding out the gaps in the performance of employees and continuously improving them through benefits/rewards, appreciation, and giving constructive feedback are the main objectives of PA and it ensures the effectiveness of the performance appraisal process. Performance appraisal is not only to achieve the organizational goal but also keep the employee satisfied which motivates them to give more to their respected organization.

Twelve Clothing Ltd is a newly incorporated company and for a new venture, performance appraisal plays a vital role for them. This report is made on the assessment of performance appraisal of Twelve Clothing to determine the PA processes effective enough or not. From the analysis, we can say that, overall the PA process of Twelve Clothing is constructive getting its prime objectives but the reward system is not effective enough and due to that, the motivation level of the employee is low. Motivating employee is one of the core features of an effective performance appraisal process. This report also dictates that, employees are satisfied and consider this PA process is effective because employees are getting constructive feedback, the PA process is unbiased, and very few neglect able errors in the process. Moreover, this PA process is taken seriously by the employees of Twelve Clothing Ltd as they have the scope to discuss their evaluation process anonymously.

# Bibliography


**1.** Selvarajan, R. and Cloninger, P.A., 2009. The influence of job performance outcomeson ethical assessments. *Personnel Review*.

**2.** Lawler III, E.E. and McDermott, M., 2003. Current performance management practices. *The Journal of Total Rewards*, *12*(2), p.49.

**3.** Rao, T.V., 2004. *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. SAGE Publications India.

**4.** Abbas, M.Z., 2014. Effectiveness of performance appraisal on performance of employees. *IOSR Journal of Business and Management*, *16*(6), pp.173-178.

**5.** Sharma, N.P., Sharma, T. and Agarwal, M.N., 2016. Measuring employee perceptionof performance management system effectiveness: Conceptualization and scaledevelopment. *Employee Relations*.

**6.** Alsuwaidi, M., Alshurideh, M., Kurdi, B.A. and Salloum, S.A., 2020, October. Performance appraisal on employees' motivation: A comprehensive analysis. In *International Conference on Advanced Intelligent Systems and Informatics* (pp. 681-693). Springer, Cham.

**7.** Pulakos, E.D., 2009. Performance management: A new approach for driving businessresults. John Wiley & Sons.

**8.** Grote, D., 2002. Performance appraisal. *Executive Excellence*, *19*(12), pp.12-13.

**9.** Karol, S.H., 1996. *The influence of planning activity on employee performance reviews*. Northwestern University.

**10.** Kressler, H.W., 2003. Performance appraisal. In *Motivate and Reward* (pp. 47- 76). Palgrave Macmillan, London.

**11.** Noe, R., Hollenbeck, J., Gerhart, B., Wright, P., Steen, S. and Canadian (Ed.), 2006. Managing employees' performance. *Fundamentals of Human Resource Management, McGraw-Hill Ryerson, Toronto, ON*, pp.192-222.

**12.** Twelve Clothing Ltd. Store list from https://twelvebd.com/pages/our-store

**13.** Performance Appraisal from https://www.managementstudyguide.com/performance-appraisal.html

**14.** Fashion attributes preferred by young Bangladeshi consumers while buying casual clothes: A multi-dimensional approach from https://www.researchgate.net/publication/326190251_Fashion_attributes_preferred_by_young_Bangladeshi_consumers_while_buying_casual_clothes_A_multi-dimensional_approach

**15.** Bangladesh Lifestyle from https://bangladeshlifestyle.com/fashion-2/

# Appendix - A:

**Individual employees' opinions regarding the performance appraisal process ofTwelve Clothing**

**1. What is your age range? Please mention any of the below:**

a. 25-30 years

b. 30-35 years

c. 35-40 years

d. 40-45 years

e. Above 45 years

**2. What are your salary ranges? Please mention any of the below:**

a. 20-50 thousand

b. 50-80 thousand

c. 80-110 thousand

d. 110-140 thousand

e. More than 140 thousand

**3. What is your job level? Please mention any of the below:**

a. Top Management (GM-COO)

b. Middle-level management (AM-SM)

c. Entrants (JE-SE)

Please, give your opinion (rate) regarding the below statements:

| Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|
| 1. For an organization performance appraisal process is vital. | | | | | |
| 2. Current performance appraisal at your organization is worthy. | | | | | |
| 3. Intention of the performance appraisal process is plainly defined and acknowledged. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 4. During the PA process you're receiving necessary feedback for your performance upgradation. | | | | | |
| 5. You are clearly briefed on which aspects of performance are going to be assessed | | | | | |
| 6. The PA's outcome for an individual employee is unbiased & fair | | | | | |
| 7. Results from performance appraisal are authentic and there are minimal errors in the PA process. | | | | | |
| 8. Employees get the chance to make a conversation about different aspects of PA to their supervisor for clear understanding. | | | | | |
| 9. You have that scope to raise your opinion regarding your appraisal results to the top management | | | | | |
| 10. You have the chance for the necessary development if your performance is comparatively low. | | | | | |
| 11. You receive proper rewards or appreciation for doing excellent performance. | | | | | |
| 12. All the benefits (monetary and non-monetary) and appreciation motivates you to work more enthusiastically | | | | | |
| 13. Performance Appraisal results assist you to identify your demerits as well as eliminate those and thus improve your performance. | | | | | |