



**Jatiya Kabi Kazi Nazrul Islam University**

**Trishal, Mymensingh**

**Internship Report**

**On**

**Performance Appraisal System of Rupali Bank Limited.**

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## Letter of Transmittal

13<sup>th</sup> November, 2019

Md. Rafiqul Amin

Assistant Professor,

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**Subject: Submission of Internship Report.**

Dear Sir,

This is my great pleasure to have the opportunity to submit the Internship Report on **“Performance Appraisal System of Rupali Bank Limited”** which was assigned by you as an essential part of the Internship Program. While doing the Internship report I have gained much knowledge about the organization as well as could relate the theories that I have learned.

I have tried my level best to make the report more authentic and reliable. In my report, I have tried to identify and describe the performance appraisal system of Rupali Bank Limited broadly gathering necessary data from different sources. Through my best effort, I have endeavored to evaluate their performance appraisal system within several limitations. I sincerely hope and believe that these findings will be able to meet the requirements of the course.

So, I would like to place this report for your kind judgment and valuable suggestion. Thank You.

Sincerely Yours,

.....

Dhruba Sarker

ID: 15133025

Session: 2014-15

Dept. of Human Resource Management

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## **Student's Declaration**

I am Dhruba Sarker , the student of Bachelor of Business Administration (BBA), Major in Human Resource Management, ID No: 15133025 and Session: 2014-15, would like to hereby declare that the internship report entitled “Performance Appraisal System of Rupali Bank Limited” has been authentically and sincerely prepared by me for partial fulfillment of my BBA degree and as a part of the academic curriculum. For preparing my report, I didn't breach any copyright act intentionally. I also confirm that I didn't submit this report anywhere else for any certificate or anything. It will be used for the academic purpose only.

.....

Dhruba Sarker

ID No: 15133025

Reg. No: 4286

Session: 2014-15

Department of Human Resource Management

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### **Supervisor's Declaration**

This is to certify that the internship report on “Performance Appraisal System of Rupali Bank Limited” has been submitted for the fulfillment of the degree of Bachelor of Business Administration (BBA) at Jatiya Kabi Kazi Nazrul Islam University in Trishal, Mymensingh, carried out by Dhruba Sarker, the student of Human Resource Management Department (5<sup>th</sup> Batch) under my supervision. His ID No: 15133025 and Reg. No: 4286. As per my knowledge and his declaration, this report is free from plagiarism and any part of the report has not been submitted for any degree, diploma or certificate.

So, he is permitted to submit the Internship Report.

I wish him every success in his future endeavor.

.....

Md. Rafiqul Amin

Assistant Professor,

Dept. of Human Resource Management

Jatiya Kabi Kazi Nazrul Islam University

Trishal, Mymensingh

## **Acknowledgement**

First of all, I would like to thank my almighty god for his grace in accomplishing my internship report in time. I am very much obliged to my ever caring and loving parents whose prayers have enabled me to reach this stage.

I would like to express my gratitude to my academic supervisor Md. Rafiqul Amin from the core of my heart for his kind support, guidance, constructive supervisions, instructions and advice for motivating me to do this report properly.

The internship opportunity that I had with Rupali Bank Limited was an incredible advantage for learning and professional advancement. In fact, I see myself as a fortunate one as I was provided with a chance to be a part of it. I am also very happy to acknowledge the help and support I got from some very humble hearted people of the organization who have helped and supported me to accomplish this task nicely.

I am highly indebted to Md. Shoukat Ali, General Manager, Rupali bank Limited, Trishal Branch, Mymensingh for providing me an opportunity and guide me to do this internship report duly.

I would also like to express my deep sense of gratitude to all of my friends and those people who act as the respondents of my research paper in carrying out this research work.

## **Executive Summary**

Banks are the most important financial sector as they play a very crucial role for the economy. However, the efficiency and success of a bank depends entirely upon the proper utilization of the employee's capabilities and work behavior. This report is mainly prepared based on the employees' performance of Rupali Bank Limited, Trishal Branch, Mymensingh. Rupali Bank Limited is one of the pioneer banks of the banking industry of Bangladesh. It has a solid Human Resource Department which supports the organization to achieve the objectives and works with a focus of accomplishing the mission and vision of the organization.

The objective of the report is to identify how performance appraisal is practiced in Rupali Bank Limited and to what extent does it match with my educational program. The performance appraisal of RBL is done by its HR department.

This report was made based on both primary and secondary data. I have gathered primary data from my daily observation and interviewing personnel and secondary data was collected from the employee handbook of the organization and website. The report mainly focuses on how performance appraisal is conducted in RBL and the company evaluates employees' performance. This report also demonstrates my opinion on performance appraisal of RBL and give some recommendations which may benefit the organization.

## **Table of Contents**

<b>Chapters</b>	<b>Contents</b>	<b>Page No.</b>
<b>One</b>	<b>Introduction</b>	<b>8</b>
<b>Two</b>	<b>Literature Review</b>	<b>9-11</b>
<b>Three</b>	<b>Overview of the Study</b>	<b>12-13</b>
<b>Four</b>	<b>Analysis of Performance Appraisal System of RBL</b>	<b>14-18</b>
<b>Five</b>	<b>Findings and Recommendations</b>	<b>19</b>
<b>Six</b>	<b>Conclusion and References</b>	<b>20</b>

## **Chapter 1: Introduction**

### **Introduction of the Report:**

Internship is a partial requirement of graduation. It offers a great opportunity for any student to get some tremendous and brilliant ideas about the practical field. It is also a challenging experience to prepare Internship Report which increases intellectual abilities as an efficient graduate. As Banking sector have emerged as the most important player of our economy and they also offer a passionate environment for career development so it was my premier objective since the very beginning of BBA program to accomplish internship in this type of financial institution.

A develop banking sector plays a vital role for financial stability of a country. Rupali Bank Limited is a Govt. owned commercial bank and financial institution. This is the first commercial bank in Bangladesh. It is a pioneer financial institution in Bangladesh. RBL operates through 568 branches. I am so glad for getting the opportunity to accomplish my practical training in Rupali Bank Limited. The internship report has been based on the performance appraisal system of Rupali Bank Limited. During the three months long internship period spanning form August 07 to November 07 in Rupali Bank Limited, I obtained practical knowledge about the performance appraisal system of the employees of RBL and worked on a project titled **“Performance Appraisal System of Rupali Bank Limited”**. Here the analysis has been made on the whole performance appraisal system of RBL, as well as a study of the employees of concerned Rupali Bank has been conducted to understand the whole process more effectively and precisely. The aim of this paper is to observe the effect of performance management on the reward, motivation, job satisfaction, which will finally guide to success of the bank. It further throws light to recommend suggestive solutions that can increase effectiveness of the performance management system of Rupali Bank Limited.



## **Chapter 2: Literature Review**

### **Literature Review:**

Performance Appraisal (PA) normally includes —assessing performance in light of the judgments and sentiments of subordinates, peers, administrators, different directors and even specialists themselves (Jackson and Schuler, 2003). There are the some strategies which are used to quantify/check and managed employees' performance also, for example, free essay, appraisal based on rating and ranking, and the 360-degree feedback. These techniques are essentially quantifiable and not very time wasting, with the exception of the 360-degree strategy. The 360 degree strategy is used less for evaluating employee (Kateřina, Andrea, and GRupaliriela, 2003).

Experts have noticed that job satisfaction is directly related with worker turnover, degrees of consistency, non-appearance and indirectly to job performance and efficiency. (Shore, Newton et al, 1990). The connection between job satisfaction and job performance has been the issues of numerous studies. For the most part an appraisal, performance survey or a career advancement discussion is a strategy by which the job performance of an employee is assessed as far as quality/amount/cost/time (Prasad, 2015).

Performance Appraisal manages such issues as employees assessing convenience, precision, objective setting methods and criticism systems. (Dobbins, Candy and Plat-Vieno, 1990). Addressing the issue of utilizing a Performance Appraisal, Longenekar, Sims and Gioia summarizes as —the principle concern is the what is the best way to utilize the evaluation procedure to motivate and reward employees (1987, p 191). As a procedure, performance appraisal is viewed as a key supporter of prosperous human resource management, as it is firmly related with hierarchical performance (Erdogan, 2002).

The connection among performance appraisal and satisfaction and work performance was both facilitated and moderated by employees' intrinsic work motivation and their future career aspiration. An organization's performance appraisal process can be a practical tool for employee motivation and development when employees perceive their performance appraisals as accurate and fair. Mohrman, Resnick-West and Lawler (1983) suggest that researchers should concentrate on how performance appraisal systems are perceived by organizational members to improve performance appraisal accuracy. In fact, the need to monitor a performance appraisal system is to keep it responsive to the needs of the organization.

FLIPPER says, "Performance Appraisal is a systematic, periodic and so far as humanly possible and impartial rating of employee's excellence of matters pertaining to his potentialities for a better job". Performance appraisal can be defined as "A regular and continuous evaluation of the quality, quantity and style of the performance along with the assessment of the factors influencing the performance and behavior of an individual's called performance appraisal".

Cleveland, Murphy, and Williams (1989) argued that there is a relationship between organizational characteristics and the uses of a performance appraisal system. Stonich (1984) also argued that performance measurement in an organization should be in tune with its structure and culture. Since the nature of the enterprises in which each industry is engaged varies, its organizational type, business policy, internal and external environment are also usually different. The purpose of this study is to conduct a direct comparative analysis of performance appraisal system in the banking industry.

Apart from organizational control, Ilgen, Barnes-Farrell, and McKellin (1993) concluded, from their extensive review of the literature since the 1980s about performance appraisal, that there are four aspects that need to be considered. In practice performance appraisal systems cover a wide range of these aspects, and seldom have exactly the same nature and functions. In order to integrate findings in the area, Chu (2002) proposed a comprehensive framework including six categories, namely, appraisal purposes, appraises personnel, appraisal criteria, appraisal methods, appraisal timings, and appraisal feedback. Ajaly and Safari (2014) in his article titled "Evaluation the performance of employee efficiency of National Iranian Gas Company by using hybrid neural predictive network model performance and data envelopment analysis" suggests that one of the main problems with the use of data envelopment analysis is the weakness of resolution for decision makers units. Analysis results of the calculated efficiency of units by using the models illustrate the strength of the network performance and classification of the Company in terms of their efficiency.

NADAF (2014) has done a study titled "Investigate the evaluation of employee performance in Bandar Imam Petrochemical Company and deliver optimal model". The results revealed that there is significant difference in terms of staff competence evaluation system between the existing and desired situation. Dr. Shagufta Showkat (2013), in her study examined that performance appraisal system should be HRD oriented. Above and beyond being a base for making administrative and developmental decisions, performance appraisal can be beneficial mechanism for building a good relationship with employees, planning employee performance, discovering employee potential and improving organizational effectiveness.

Lalita Rani, Naveen Kumar and Sushil Kumar (2014), in their study come to the crux that appraisal process is necessary as it staffs the very important purpose of improving the future performance. The study clarifies that most of the banks uses 360 Degree Appraisal Method and almost all of the employees settled on the grounds that performance appraisal helps in improving performance, achieving organization goals, helps in increasing motivation and satisfaction.

Pallavee Shrivastava, Usha Kiran Rai (2012), in their study discussed that performance appraisal mechanism analyses frequently the past behavior and accordingly provides an opportunity to redirect on past performance of the bank employees. In order to be to be successful they should also be used as a platform for making development and improvement plans and should reach to an agreement about what should be done in the future to enhance the bank's effect and effectiveness.

Taderera M.M. (2011), in his study addresses varied scope of improvement for the Bank's performance appraisal system and the performance based pay system to be effective. The researcher suggested that training should be provided to both the employees and the evaluators, there must be the delivery of continuous feedback to employees on their performance and the bank should consider adoption of a new system of assessing performance such as multi-rater feedback or 360 degree feedback, to remove the biasness and subjectivity reported on the part of the supervisors.

Chowdhury (2008) stated that banking services is one sector where a great Level of importance of Performance Appraisal Systems is being identified. Several of the public sector banks have changed their Performance Appraisal Systems (PAS) or are in the process of changing them. Y. Zhang (2009) suggested that in Chinese state-owned banking industry, employees' perception of justice and equality has a positive relationship to their overall satisfaction with both the performance appraisal process and its truthful results. However, statistically significant differences were found in relation to whether employees had received training in performance appraisal or not as it presents flaws or untrue results.

Further, Mohrman, Resnick-West and Lawler (1983) suggest that organizations examine the uses of performance appraisal information to determine if the uses and functions are conducive to accurate performance appraisal. Martin and Bartol (1998) discuss the need to monitor a performance appraisal system to keep it responsive to the needs of the organization.

When banks were small in size formal performance appraisal system was just to make decisions about salaries, promotions, transfers and placements on the basis of personal knowledge. Banking struggles by innovating and enhancing the key competencies of their employees. Rupali Bank Limited is also struggling in maintaining balance with the modern technology and the updated HR policy. If they can handle this current situation with strong hand and efficiently, they will acquire and enjoy maximum benefit with sustainable development. So, the human resource system of RBL can be made successful by having a suitable appraisal system that also acts as a flawless motivator.

## **Chapter 3: Overview of the Study**

### **Objectives of the Study:**

The main objective of the study is to provide a critical study about the performance analysis of Rupali Bank Limited.

Other secondary objectives are-

- To fulfill academic requirement.
- To focus on performance appraisal practice in RBL.

### **Rationale of the Report:**

For all vigorous organization HRD is the essential requirement. Every organizations success depends on the development of its human resources in an increasingly varying environment. Under the development function performance appraisal act as the process of obtaining, analyzing and recording information about an employee to improve and evaluate their performance. The research is based on the study of the performance appraisal in a bank named Rupali Bank Limited, thereby will be helpful for understanding the achievability of performance appraisal systems in this bank.

Evaluation is an effective tool in human resource management that with accurate and logical doing, not only organizations efficiently reach their goals, but also interests of employees will be provided. In the course of evaluating the performance, a manager, evaluates the employee behavior through measuring and comparing them with pre-set criteria, records the results and brings them to inform the staff. Performance Management Practices is now modified as performance management study. It plays an important role in the development of an organization and performance management is a critical business tool in interpreting strategy into results. Results in terms of staff members believe in and support, employee motivation, employee loyalty and organizational success within banking sector of Bangladesh. Several of the public sector

banks have changed their PAS or are in the process of changing them. Bangladesh Bank has recently adopted an open system of appraisal. Its associate banks are likely to follow the same after detailed experiences of Bangladesh Bank are available. Rupali Bank is no different. It has self-appraisal as a part of performance appraisal, although mostly such self-appraisal is more of a communication of achievements. RBL also use 360 degree appraisal in evaluating performance of the employees like other public sector bank in Bangladesh.

### **Methodology of the study:**

Methodology is defined as the study of methods by which we gain knowledge, it deals with cognitive processes imposed on research to the problem arising from the nature of its subject matter. Methodology includes direct observation, face-to-face discussion with employees of different departments, study of files, circulars, etc. and practical work. The study requires a systematic procedure from selection of the topic to final report preparation.

To perform the study the data sources are to be identified and collected, they are to be classified, analyzed, interpreted and presented in a systematic manner. Essential data sources both primary and secondary are identified which are needed to complete the report. To meet up the need of data, primary data are used for interviewing the official and staffs were necessary. The report also required secondary data.

Information collected to furnish this report is both from primary and secondary sources:

- The primary sources are:
  - Face to face conversation with the officers.
  - Relevant files study as provided by the concerned officers.
  - Employee's opinion collected through Questions.
- The Secondary sources are:
  - Annual and Periodic Reports of RBL.
  - Annual Reports of Bangladesh Bank (BB).
  - Publications of Bangladesh Bank (BB).
  - Office circulars of RBL.
  - Publicly published documents.
  - Relevant books, newspapers, journals, etc.
  - Website of Rupali Bank Limited.

## **Chapter 4: Analysis of Performance Appraisal System of RBL**

### **Performance Appraisal:**

It is a systematic evaluation of an employee's performance and commitment to an organization. Organizations utilize performance appraisal to provide employees with feedback on their work and to justify pay increments and rewards, as well as termination decisions. They can be executed at any given time but tend to be yearly, semi-annual or quarterly.

Rupali Bank Limited conducts performance appraisal in organized ways which includes:

- The manager of Rupali Bank Ltd measures the compensation of employees based on performance and contrast it with their organization's objectives and goals.
- The managers evaluate what components should be established to improve the performance of the employees.

### **Objective of RBL's Performance Appraisal:**

For using performance appraisal method in RBL, the objectives are:

- To identify the gap between the actual and the expected performance.
- Reinforces the connection between supervisors and employees.
- To give feedback to the employees based on their previous performance.
- Evaluating an employee to determine the remuneration packages, wage structure, salary raises, etc.
- Evaluate the potentiality of a person for advance development and improvement.

### **Methods of Performance Appraisal of RBL:**

#### **❖ Graphic Rating Scales:**

Graphic rating scales compare individual performance to an absolute standard. In this method, judgments about performance of the employees of RBL are recorded on a scale. This is the oldest and widely used technique. This method is also known as linear rating scale or simple rating scale. The appraisers are supplied with printed forms, one for each employee. These forms contain a number of objectives, behavior and trait based qualities and characters to be rated like quality and volume of work, job knowledge, dependability, initiative, attitude etc.

#### ❖ **Ranking Method:**

Under this method, the employees are ranked from best to worst on some characteristics. The GM of Rupali Bank Limited appoint a rater to accomplish the evaluation methods properly. The rater first finds the employee with the highest performance and the employees with the lowest performance in that particular job category and rates the former as the best and later as the poorest. Then the rater selects the next highest and next lowest and so on, until he rates all the employees in that group.

#### ❖ **Checklist Methods:**

The checklist is a simple rating technique in which the supervisor is given a list of statement or words and asked to check statement representing the characteristics and performance of each employee. Rupali Bank uses this method in evaluating employee performance in common.

#### ❖ **Group Appraisal:**

Under this method, an employee is appraised by a group of appraisers. This group consists of the immediate supervisor of the employee to other supervisors who have close contact with the employee's work, manager or head of the department and consultants. The general manager or the principal manager of any branch of Rupali Bank Limited may be the chairman of the group and the immediate supervisor may act as the coordinator for the group activities. This group uses any one or multiple techniques discussed earlier.

#### ❖ **Management by Objectives:**

Management by Objectives (MBO) is a process whereby the superior and subordinate managers of an organization jointly its common goals, define each individual's major areas of responsibility in terms of results expected of him and use these measures of guides for operating the unit and assessing the contribution of its members. In RBL, MBO focuses attention on participative set goals that are tangible, verifiable and measurable. The emphasis is on what must be accomplished rather than how it is to be accomplished.

#### ❖ **360-Degree Appraisal:**

We know, 360-degree focuses on gathering feedback on an employee's performance from different stakeholders across the organization and sometimes from the external individuals.

During the internship in Rupali Bank Limited, it is found out that they implement 360 degree appraisal in their performance evaluation program partially in HR division. In Rupali Bank, they practice this method during the performance evaluation program of an employee. Sometimes this process is adulterated through the political influence and biasness. But mostly it offers a useful way to receive unbiased, specific and well-rounded feedback on the employee's performance from different perspective.

### **Performance Improvement Program of RBL:**

The banking industry excessively uses performance improvement program to control and manage staff members. Through the performance improvement program, an organization develops their employees' capacity and improve their effectiveness and efficiency. During the time of internship program in Rupali Bank, It is observed that they use some common and conventional method of personnel development techniques in PIP. There are some techniques RBL follows in Performance Improvement Programs which are as follows-

- I. Transferring from one branch to another.
- II. Job rotation.
- III. Case study method.
- IV. E-learning.
- V. Learning through foreign tour.

### **Reward and Recognition Program of RBL:**

In order to win the war for talent and retaining top performing employees, all organizations need to keep their employees motivated by celebrating their accomplishments. Most top performing organizations have made rewards and recognition an integral part of their performance management process. In this aspect, RBL is no different. Like other public banks, Rupali Bank follows the National Pay Scale. The govt. of Bangladesh introduced national pay scale-2015. RBL basically follows this pay structure. This pay scale describes short time and long term benefits. Short term benefits include salary, festival bonus and incentive bonus. Long term benefits include gratuity and pension, provident fund and leave encashment.

### **Performance Development Plan at RBL:**



Performance Development Plan helps employers to assess the performance of the employees efficiently. Based on the PDP, employers recommend employees to develop their skill, knowledge and ability which will likewise help RBL to improve the quality level and the efficiency of the organization. The PDP of Rupali Bank consists of 7 sections. They are-

- I. Performance Plan and Objectives.
- II. Leadership Essentials.
- III. Periodic Review.
- IV. Annual Review.
- V. Developmental Plan.
- VI. Developmental Plan Periodic Review.
- VII. Developmental Annual Review.

### **Uses of Performance Appraisal System at RBL:**

- ❖ Development: Performance Appraisal System at RBL identifies which employee needs development in their performance and it can what type of training programs do they need.
- ❖ Basis of Reward Allocation: It is utilized as the premise of reward allotment. It helps the company to choose who gets pay rise, give legitimate reason at the time of promotion and other fringe benefits.
- ❖ Motivation: The existence of organized assessment framework motivates individuals at Rupali Bank Limited. It encourages activities, builds up an awareness of other's expectations and inspire to perform better.
- ❖ Compensation: It gives data that can be utilized to figure out what to pay and what will serve in as equitable monetary package.
- ❖ Communication: Assessment is a reason for a continuous communication between line manager and employee about employment related issues.

### **The SWOT Analysis of RBL:**

The SWOT analysis is the process of assessing the strengths, weaknesses, opportunities and threats of an organization. During the internship period in Rupali Bank Limited, an analysis has been done on the basis of the bank's strengths, weaknesses, opportunities and threats. The terms of SWOT is significantly affecting Rupali Bank's activities and performances. A brief SWOT analysis of Rupali Bank Ltd. is discussed in the following:

- ❖ **Strengths:**

- Highly skilled and qualified manpower and experienced top management.
- Large loyal customer base.
- Huge number of branches (568) and easy access ability to the customer.
- Good co-ordination and co-operation among the employees and the employers.
- Active training programs.
- Introduction of the online banking.

❖ **Weaknesses:**

- Less concentration on the quality of the customer service.
- Less motivated employees.
- Lack of technological resources.
- Low salary structure of the employees.
- Lack of advertising and promotional activities.
- Political influences.

❖ **Opportunities:**

- Introducing online banking have been ensuring faster services.
- Focusing on the increasing SME business can build strong reliable customers.
- Expanding the product line can help to gain global recognition.
- SMS banking and mobile banking is a great source of assuring better services.
- Expansion of new investment areas can be beneficial to the business growth of the bank.

❖ **Threats:**

- Newly developed private and foreign banks.
- Lack of appeal to the affluent and potential customers.
- Less flexible to any sort of sudden change.
- Improper practices of laws and policies.
- Increasing technological costs to compete in the business.

## **Chapter 5: Findings and Recommendations**

### **Findings:**

- The employees of Rupali Bank Limited agree that their knowledge improve their understanding of performance objectives and acceptance of those objectives so that they can perform successfully.
- The respondents indicate that effective feedback from supervisors regarding subordinate work performance is not occurring in a consistent and frequent manner.
- The findings about independent action indicate that employees don't have the enough scope for exercising their creativity.
- The employees are neutral regarding career development, fair treatment, motivation & job satisfaction. This means that the performance appraisal system is not conducted properly.
- The respondents indicate that they are committed but not fully committed to give effort beyond that normally expected in order to help this organization be successful.

### **Recommendations:**

- To strengthen the knowledge level of employees, the Rupali Bank Limited can create a learning environment.
- Performance appraisal should be done as frequently as possible so that the supervisor can provide regular feedback and the supervisor should devote sufficient time to observe and evaluate employee's performance
- To ensure bank's effectiveness the employees should have the right to do jobs independently with own style.
- The performance appraisal system should measure the future potential of the employee for career development. There have to be proper balance between the performance and rewards.
- An effectively designed, implemented, and administered performance appraisal system of RBL can create commitment within employees in achieving organizational goals.
- To maintain the congruency with the modern banking system, there should be more sophisticated techniques in performance improvement program.

## **Chapter 6: Conclusion and References**

### **Conclusion:**

Employee perceptions to performance appraisal system are usually better indicators of the overall viability of a system. A well-designed performance appraisal system supports an integrated human resource strategy which enables the attainment of organizational goals. An effectively designed, implemented and administered performance appraisal system can provide the organization, the superior and the employee with a plethora of benefits. Performance appraisal system should provide decision makers with more specific information needed to facilitate the effectiveness of the system in achieving organizational goals.

The report is aimed at the Human Resource Division of Rupali Bank Limited. The target of RBL is to be undeniable pioneer in the field of banking industry of Bangladesh. To achieve this goal, RBL needs to develop an overall set up for each branch office with proper and necessary capacities. Rupali Bank Limited understands the fundamental need of placing the right person to the right position. They perceive that only those individuals can accomplish their objective whose capability is well recognized by the organization. The performance appraisal process is hence playing a vital part for this organization. A large number of the issues about the performance appraisal framework are known to senior administration. Though there prevails several restrictions and limitations, the officials think that the change will be incorporated by the upcoming few years. They believe that their adept and potential employees will bring about the positive change.

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