Performance Appraisal for HR Department of Taiga Apparel

SUBMITTED BY:

Haroon Ahmad

Rimsha Maqsood

Momna Saleem

Amna Basharat

SUBMITTED To:

Mam Aizza Anwar

SCHOOL OF PROFESSIONAL ADVANCEMENT

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY

2018

A project submitted in partial fulfillment of the requirement for the degree of Master in Human Resource Management (MHRM) at School of Professional Advancement, University of Management and Technology Lahore.

Submitted by:

Haroon Ahmad MHRM-14026048006

Rimsha Maqsood MHRM-15027048005

Momna Saleem MHRM-14026048016

Amna Basharat MHRM-14026048015

Supervisor:

Name: Ms. Aizza Anwar

Signature: _____

Dated: _____

School of Professional Advancement

Acknowledgements

First of all we would thank to ALMIGHTY ALLAH for making us capable enough that we could complete our work. Thanks to all participants of SPA, especially Ms. Aizza Anwar for her time, thoughtful insights and recommendations. We also extend our thanks to management of School of Professional Advancement for providing us with this opportunity, whole Human Resource department of Taiga Apparel Pvt. Ltd. and all other stakeholders involved in this study.

Declaration

We, the undersigned hereby declare that the Masters Project report entitled “Development of Performance Appraisal System for Taiga Apparel Private Limited” developed and written is our original work with thespecial reference to “Taiga Apparel Pvt. Ltd.”and submitted to our program head“Aizza Anwar” on 03-01-2018.This project work is gathered and put to use to fulfill the purpose and objectives of our research.All the means or sources used for fulfilling the purpose of our project are carefully declared andcited. Due references to the literature are properly given as per current rules, wherever thecontributions of other researchers are used. The work was done under the guidance of Miss Aizza Anwar.This project has not been utilized in the same or in a similar version of work for attaining adegree or any sort of academic grading or being published anywhere.It has been found satisfactory in terms of scope, quality and preparation in partial fulfillment for the award of a degree in “Masters in Human Resource Management” in “University of Management & Technology”.

Executive Summary

This project is conducted on Taiga Apparel, in which job description (JD) of employeeshave been aligned with performance appraisal (PA) of employees in a company.The company took this initiativebecauseintent to change its organizational structure by centralizing and formalizing. The goals and objectivesof the company and its department as revised under the light of these changes. This project assisted company on the 1st phase of the project in designing performance appraisal. Performance Appraisalprocess needs more emphasis and a proactive approach while managing the performance. Clear job descriptions of employees would make employees accountable performance and responsibilities, the JDs of employees would help managers to evaluate the performance in a better way. Documents were studied in details and a few un-structured interviews were conducted from employees of HR department to update JDs according to the updated task and create performance appraisal accordingly. The secondary research found number of gaps in JDs which required concentration in order to ensure that the employer needs valuable resources and retains employees make significant differences in the success of company. Therefore, new JDs and PA were proposed. The support of top management will be required for proper implementation of initiative for proper system of evaluation of performance and accountability.

Contents

Acknowledgements ii
Declaration iii
Executive Summary iv
Chapter No. 1 1
1.1 Introduction: 1
1.2 Background of the Problem: 3
1.3 Problem Statement: 3
1.4 Objectives of the Study: 3
1.5 Scope of Study: 3
1.6 Company Overview: 4
Certifications achieved: 4
Vision: 4
Mission: 4
Chapter No. 2 5
Literature Review 5
2.1 Corporate Social Responsibility 5
2.2 Performance Management System: 7
2.3 Performance Management Process: 8
Benefits of a Performance Management System: 8
2.4 Performance Appraisal: 10
Chapter No. 3 13
3.1 Research Design: 13
3.2 Type of Study: 13
3.3 Researcher's Involvement by Setting Study: 13
3.4 Study Settings: 13
3.5 Time Horizon: 13
3.6 Unit of Analysis: 13
3.7 Data Collection: 13
Chapter No. 4 14
4.1 Results and Analysis: 14
4.2 Documentary Analysis: 14
4.3 JDs of Employees in HR Departments: 15
4.4 SM HR/ IR 15

4.5 SDM HR 16
4.6 SDM HR and Compliance 17
4.7 AM HR/IR 18
4.8 AM HR (Pay-Roll) 19
4.9 JAM HR 20
4.9.1 MTO HR 21
4.9.2 AM (Compliance and EHS) 22
4.9.3 Process of Performance Appraisal Form: 24
4.9.4 Performance Appraisal Division: 24
4.9.5 Performance Appraisal Form: 24
4.9.6 Performance Rating: 25
4.9.7 Timeline for Management Performance Appraisal (2017): 26
4.9.8 Final Performance Increment Formula (2017): 28
4.9.9 Advantage: 29
References: 31
Appendix 35
Organogram of HR Department 35
Performance Appraisal Form: 37
Final Increment Formula: 65

Table of Table

Table 3.1 Performance Rating..... 25
Table 3.2 Timeline For Performance Appraisal..... 26
Table 3.3 Final Performance Increment Formula..... 28

Table of Figure

Figure 1 Performance Appraisal cycle 27
Figure 2 The 9 Box Grid..... 30

Chapter No. 1

1.1 Introduction:

Human Resource Management (HRM) gives organizations an advantage because it has now proved to increase the competitiveness of an organization (Chretien et al., 2005). Organizations should place importance on HRM in order to become better competitors and increase efficiency (Chretien et al., 2005). This means that organizations must place more emphasis on building their HRM planning and career programs. Furthermore, it is the job of HR departments to develop a strategy for their practices and align those with the strategy of the organization. Dietrich and Pigeyre (2005) state that HRM must take into accountperformance objectives of an organization along with its profits objectives and competitiveness objectives. Additionally, people should be regarded asadvantageous to the company. HRM will be tasked with training employees, evaluating their performance, and increasing motivation. According to Sibaud (2003), HRM consists of a two parts: management and resource. Management deals with HR function tasks and problems in the organization. The resourcecomponent addressesemployee development and promotion.