

## **Performance Appraisal: The Case of Private & Nationalized Commercial Banks in Bangladesh**

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*This study was conducted to examine the importance of performance appraisal system and to present a comparative scenario between private and nationalized commercial banks in Bangladesh. This study also attempted to find out the association between performance appraisal system and promotion, career/self-development etc. For this purpose, 120 employees were interviewed from 17 different private and nationalized commercial banks around Bangladesh by using structured questionnaires. Frequency distribution was used to present a comparative scenario of performance appraisal system of both kinds of banks in Bangladesh. Chi-square test was used to assess if there is any relationship between performance appraisal systems and various factors. It was found that the variables acquiring knowledge, promotion, bonus/increment and self /career development are highly associated with performance appraisal system in private commercial banks. It was also seen that, performance appraisal system in nationalized commercial banks has a positive relationship with promotion, bonus/ increment and self/ career development.*

**JEL Code:** M10, M14

**Keywords:** Performance appraisal system; chi-square test; private commercial bank; nationalized commercial bank; association.

**Field of Research:** Management

### **1. Introduction**

The practice of performance appraisal is very ancient. There are different opinions regarding the first utilization of performance appraisal. It is said that performance appraisal (PA) was first introduced in 3<sup>rd</sup> century AD. It is proved by a criticism of a Chinese philosopher who said that the then imperial Dynasty rated men as per his willingness rather their talents. After that, structured performance appraisal was first introduced in American Army after 1<sup>st</sup> World War (Bellow & Ester, 1954). It is also said that the first notable initiative in systematic performance appraisal in managing a large scale labor force was introduced by Robert Owen in his Lanark textile mills during the 1800s (Newstrom & Davis, 1993).

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Performance appraisal is a process to evaluate employees' current or past performance based on their performance standards that were fixed earlier. Basically, performance appraisal is a mechanism to compare employees' expected and actual performance and to identify the reasons behind the fact (Dessler, 2013). Though it is expected to monitor and evaluate employees' performance throughout the year, performance appraisal takes place annually in most of the organizations (Jain, 2014). Usually, organizations evaluate employees' performance to take a large number of decisions such as placement, promotion, remuneration, rewards, retention, training and development, career plan etc. (Dessler, 2013).

An organization consists of several departments and employees are involved with a large number of activities. If an organization wants to evaluate employees' performance successfully then it requires setting a standard for each employee. Therefore, an organization needs to design a customized standard for employees' which is really a difficult task (Haque, 2012). Moreover, a large number of decisions are taken based on performance appraisal. So, it is expected to develop a fair and flawless process to evaluate employees' performance. But reality shows that sometimes the process lacks the fairness because of the involvement of biases by the supervisors and lack of knowledge of the appraisee as well as appraiser (Towett, 2013). Employees providing their mental as well as physical efforts deserve a reward from their organizations. The nature as well as the extent of reward is somewhat determined or influenced by the result of performance appraisal of the concerned employees. Therefore, the fairness of this process is highly demanded (Haque, 2012). If employees' realize that their performance is evaluated with a fair amount of honesty without biases and manipulation then employees get motivated towards the organizations. They become committed to serving for the organization as per their best effort. The rewards for outstanding performance of employees' play as a motivating factor to continue their existing performance. Likewise, poor performers can get an idea to improve their current performance. Also, they are motivated as they are informed the reasons behind their poor performance to overcome the situation as corrective actions are taken by their respective banks. This is inexpensive to give for organizations but priceless to receive for employees. Theoretically, it is said that organizations follow formal performance appraisal process and it is very much important for employees' career. Research shows that organizations irrespective of their nature and size follow annual performance appraisal process. It begins with a distribution of a form in which several criteria take place to judge employees' performance. Employees fill the form within a prescribed time and then submit the form to the concerned authority. Then supervisors evaluate employees' performance based on their observations as well as what is written in the form. It has implication in all areas of Human Resource Management. But practically employees do not agree with it (Farhana et al, 2012).

For getting better result of performance appraisal, employees should be evaluated on relevant factors, they should be informed about the expectations and standards of their job in the very beginning of the process, supervisors as well employees should be trained in this issue, employees should be informed about the evaluation and there should have a scope to comment on the evaluation and evaluation should be consistent with the decisions taken based on performance appraisal (Pulakos, 2004).

This study tries to explore the performance appraisal process and the implications of this process in both private and nationalized commercial banks in Bangladesh. To conduct the research the question that may arise is –

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What is the basic difference between performance appraisal process followed in private and nationalized commercial banks in Bangladesh?

Therefore, the main objective of this paper is to-

- Compare the performance appraisal process in private and nationalized commercial banks in Bangladesh.
- Identify the problems associated with performance appraisal process in both sectors
- Explore the implications of performance appraisal process in both types of banks in Bangladesh.

A large number of researches were conducted focusing on performance appraisal process. Most of the previous studies have focused on performance appraisal process of only one organization or only one specified sector. Studies those were conducted earlier did not give any clear idea about the differences of the implications of performance appraisal between the private and nationalized commercial banks in Bangladesh. Therefore, it can be said that the research gap acts as an inspiration to conduct this research.

This paper has been organized into 6 sections. Introduction in section 1 includes a very brief idea about performance appraisal process, research question, objectives and the inspiration of this research. Then, the literature review in section 2 deals with findings as well as research gap of previous research conducted by different researchers. Methodology in section 3 explains population size, sample size, sources of data and sampling technique. The analysis of results includes frequency distribution and cross tabulation is shown in section 4. Finally, the conclusion in section 5 is drawn by summarizing the findings and discussing the limitations.

## 2. Literature Review

The success of an organization (whether it is production or service oriented) completely depends on the performance of all employees. Again the performance of an employee is a dependent variable where managerial decision along with other objectives independent variables (Mello, 2006). The term performance can be defined as delivering results which matter to shareholders, employees as well as customers (Ramanathan, 2008). It is the action of doing things, using things, and attending to conditions, processing, communicating and achieving results (Langdon, 2000). Performance produces output in the form of product, service or knowledge which the business unit wants to produce through the process by individuals and workgroups (Maila, 2006). The Contribution of the human capital (employees along with their talent, effort, experience, training, education etc.) to the attainment of the organizational goal is known as performance. It should be noted that this contribution should be measurable (Haque, 2012).

Performance appraisal is a process of evaluating employees' performance and then communicating about the facts with the concerned employees and determining a plan to improve their performance (Byars & Rue, 2000). Performance appraisal is always practiced in organizations. Usually, it is conducted annually. It is followed with a view to acknowledging employees' strength, to take the decision regarding employee promotion, transfer, pay increase, to help management to develop better an competitive workplace, to overcome one's weaknesses. Because of the practice of performance appraisal organizations can identify an

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improvement in individual efficiency, organizational efficiency and productivity as well (Jain, 2014).

Nationalized commercial banks in Bangladesh follow a policy to promote employees. A total of 100 points were calculated where performance appraisal was the vital one carrying 50% of the total points whereas other factors account for 8-20% of the total point. In that research, they concluded that 17% of the total respondents' did not know their ACR authority. 33% didn't know anything about the contents included in ACR. Moreover, only 33% of the respondents felt that management is impartial to evaluate employees' performance. Rest of the respondents opined that management manipulates ACR for their own interest either always or occasionally (Khan & Akkas, 1990). Commercial banks in Bangladesh have established a compensation system and policy that are based on performance appraisal and job evaluation. Reality shows that employees are afraid of their superiors. As they have to depend on the decision of management for their desired motivation. Therefore, employees are "boss" oriented rather than "performance or job" oriented (Mohiuddin & Alam, 1997). Performance appraisal is mostly used for identifying the relationship between performance and payment rather providing feedback to develop employee skills. Therefore, supervisors should inform the reasons for poor performance, suggest ways to improve current performance level as well. Moreover, performance should be evaluated consistently across people and time (Chompukum, 2012).

In Royal Malaysian police force, performance is evaluated by department heads or boss based on a set of performance target and expectations which are set in the beginning of a year. This appraisal is treated as a basis for public servants' annual increment. Some raters are very objective while others are flexible. Therefore, a problem takes place in the evaluation system. As performance is tied to compensation and salary administration, it becomes more difficult when the level of performance varies because of the variety of job function. Organizations should develop such a performance appraisal system which will have a dual focus of quantitative operational improvement and, qualitative changes in the competencies and values of the individual employees (Thing, 1994).

In the above studies performance appraisal system, the relationship between performance appraisal systems, promotion, compensation, limitations etc. have been emphasized by focusing only one organization. By analyzing the above studies it is clear that performance appraisal process is essential for any type of organization but there is no clear difference between the importance of private and nationalized organizations especially in banking sector in Bangladesh. This study will focus on total process to assess the difference in both private and nationalized commercial banks and after that, the utilization of performance appraisal process will be explored.

After reviewing the above literature, four alternative hypotheses for private banks have been developed:

**Hypothesis 1:** Promotion has an association with performance appraisal

**Hypothesis 2:** Bonus/increment has an association with performance appraisal

**Hypothesis 3:** Acquire knowledge has an association with performance appraisal

**Hypothesis 4:** Self/career development has an association with performance appraisal

Again three alternative hypotheses for nationalized banks have been developed:

**Hypothesis 1:** Promotion has an association with performance appraisal

**Hypothesis 2:** Bonus/increment has an association with performance appraisal

**Hypothesis 3:** Self/career development has an association with performance appraisal

### 3. Methodology

#### 3.1 Sources of Data

The study was based on primary data. A structured questionnaire was used to collect data from respondents. To conduct this research, respondents were selected from diversified departments like General Banking, Foreign Exchange, Credit Risk Management (CRM), Information, Communication and Technology (ICT), Small & Medium Enterprise (SME) etc.

#### 3.2 Population Size

At present, there are 48 private and 8 nationalized commercial banks in Bangladesh. Therefore, employees employed in these banks will be treated as population for this research.

#### 3.3 Sample Size

Among 56 banks 13 different private and 4 different nationalized commercial banks have been selected to collect data. To collect required data Uttara Bank, Al-Arafah Islami Bank, City Bank, One Bank, Pubali Bank, First Security Islami Bank, Mercantile Bank, Southeast Bank, Trust Bank, Shahjalal Islami Bank, Jamuna Bank, Dhaka Bank & Dutch Bangla Bank Ltd. were selected as to represent private banks in Bangladesh. Agrani Bank, Sonali Bank, Janata Bank & Rupali Bank was selected as nationalized commercial banks in Bangladesh. The data were collected on different aspects of performance appraisal system from 120 bank officials by using structured questionnaires.

#### 3.4 Sampling Design

Here, stratified sampling procedure was applied. Firstly, 56 banks (our population) were divided into two homogenous strata that were private banks and nationalized banks. Then samples were selected from each stratum by using simple random sampling method. To allocate the number of samples in each stratum, proportional allocation methodology was applied.

$$n_i = n \times p_i$$

Where,

$n_i$  = sample size in i-th stratum

$n$  = total sample size

$p_i$  = proportion of population in i-th stratum

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The sample size under each stratum is given below:

**Table 1: Selection of sample size**

Stratum	No. of banks in each stratum	Proportion of banks( $p_i$ )	Total sample size (n)	Sample size in each stratum( $n_i = n \times p_i$ )
Private banks	48	0.86	120	103
Nationalized banks	8	0.14	120	17

From private bank, 103 banks officials and from nationalized bank 17 bank officials were interviewed.

### 4. Analysis of Results

All the analyses were performed by using Statistical Package for Social Sciences (SPSS 16.0). Frequency distributions were used to examine the comparative situation of performance appraisal system in nationalized and private commercial banks in Bangladesh. After that, regression analyses were performed to assess the relationship individually between performance appraisal and promotion, acquire knowledge, bonus/increment, self /career development of the employees of both nationalized and private commercial banks.

It is found that about 43.7% respondents were from private bank and about 70.6% respondents were from nationalized commercial banks. To conduct this research, respondents were selected from entry, mid and top level management. Among them, most of the respondents of private banks (43.7%) and nationalized commercial banks (70.6%) were from mid level.

**Table 2: Time to evaluate PA**

Private Banks			Nationalized Banks		
Time to evaluate PA	N	Percentage of respondents (%)	Time to evaluate PA	N	Percentage of respondents (%)
Annually	73	70.9	Annually	17	100.0
Half yearly	5	4.9	-----	-----	-----
Quarterly	11	10.7	-----	-----	-----
Monthly	14	13.6	-----	-----	-----

About 70.9% private bank officials reported that their banks evaluate their performance annually. Some officials told that their performance has been evaluated half-yearly, quarterly and monthly also. But those percentages were very low. In nationalized banks, all the respondents agreed that their performances have been evaluated annually.

**Table 3: Importance of PA**

Private Banks			Nationalized Banks		
Importance of performance appraisal	N	Percentage of respondents (%)	Importance of performance appraisal	N	Percentage of respondents (%)
Yes	101	98.1	Yes	16	94.1
No	2	1.9	No	1	5.9

Most of the bank officials of private banks and nationalized banks opined that performance appraisal is very important to their career. Then they were asked why performance appraisal is important to their career.

**Table 4: How Important performance appraisal to career**

Private Banks			Nationalized Banks		
How Important performance appraisal to career	N	Percentage of respondents (%)	How Important performance appraisal to career	N	Percentage of respondents (%)
Acquire Knowledge	1	1.0	-----	-----	-----
Promotion	40	38.8	Promotion	6	35.3
Bonus/increment	16	15.5	Bonus/increment	3	17.6
Self/career development	22	21.4	Self/career development	7	41.2
Don't know	22	21.4	-----	-----	-----

About 38.8% employees of private banks and 35.3% employees of nationalized banks have agreed that performance appraisal is very important for their promotion. About 21.4% respondents from private banks and 41.2% respondents from nationalized banks defined performance appraisal as a key to self/career development. It's a matter of sorrow that about 21.4% respondents in private banks did not give any answer regarding this issue as they were unable to find out any direct impact of performance appraisal to their career.

**Table 5: Who evaluate PA**

Private Banks			Nationalized Banks		
Who evaluate performance appraisal	N	Percentage of respondents (%)	Who evaluate performance appraisal	N	Percentage of respondents (%)
Self	4	3.9	Self	1	5.9
Supervisor	91	88.3	Supervisor	16	94.1
Subordinates	8	7.8	-----	-----	-----

Theoretically, performance is evaluated by the direct supervisors of the employees. There are some other parties like customer, supplier, peer group etc. who can evaluate employees'

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performance (Dessler, 2013). In this study, most of the respondents from private and nationalized banks informed that their supervisors evaluated their performance. Self-evaluation technique was seen very low in both banks. In nationalized banks, subordinates usually do not evaluate employees' performance.

Respondents informed that both kinds of banks follow graphic rating scale to evaluate their performance. Key performance Indicator (KPI) varies from one bank to another. Criteria or indicators, those are followed by banks are like the relationship with clients, marketing skills, communication, punctuality, discipline, creativity, team management skill, quality of work, maintaining the confidentiality of work, career commitment, self- confidence, negotiation etc. Ironically, about 34% respondents from private banks and about 5.9% respondents from nationalized banks said that they don't know the criteria which are considered to evaluate their performance.

**Table 6: Inform about factors responsible for PA**

Private Banks			Nationalized Banks		
Inform about the factors responsible for PA	N	Percentage of respondents (%)	Inform about the factors responsible for PA	N	Percentage of respondents (%)
No	25	24.3	No	14	82.4
Yes	75	75.7	Yes	3	17.6

Research shows that most of the nationalized bank employees are not informed about the factors. On the contrary, most of the private bank employees (75.7%) answered that they are informed about the factors responsible for performance appraisal, rests didn't agree about the issue.

**Table 7: Satisfaction with PA**

Private Banks			Nationalized Banks		
Satisfaction with Performance appraisal	N	Percentage of respondents (%)	Satisfaction with Performance appraisal	N	Percentage of respondents (%)
Dissatisfied	3	2.9	Dissatisfied	1	5.9
Neutral	12	11.7	Neutral	2	11.8
Satisfied	67	85.4	Satisfied	14	82.4

In both types of banks, most of the employers are satisfied with their performance appraisal system.

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**Table 8: Manipulation**

Private Banks			Nationalized Banks		
Manipulation	N	Percentage of respondents (%)	Manipulation	N	Percentage of respondents (%)
Never	58	56.3	Never	3	17.6
Sometimes	26	25.2	Sometimes	14	82.4
Always	19	18.4	-----		-----

About 56.3% employees of private banks informed that no manipulative attitude was seen regarding performance appraisal system. However, most of the nationalized bank employees (82.4%) were sometimes manipulated through this system.

**Table 9: Corrective action taken**

Private Banks			Nationalized Banks		
Corrective Action taken	N	Percentage of respondents (%)	Corrective Action taken	N	Percentage of respondents (%)
No	26	25.2	No	7	41.2
Yes	77	74.8	Yes	10	58.8

Majority of the interviewers from private banks (74.8%) and from private banks (58.8%) mentioned that corrective actions have been taken by their organizations to improve their performance.

**Table 10: Name the corrective actions to improve performance**

Private Banks			Nationalized Banks		
corrective actions to improve performance	N	Percentage of respondents (%)	corrective actions to improve performance	N	Percentage of respondents (%)
No bonus	5	4.9	-----	-----	-----
Providing training	45	43.7	-----	-----	-----
Supervisor informs about lacking	5	4.9	Supervisor informs about lacking	3	17.6
Dismiss/transfer	4	3.9	Dismiss/transfer	7	41.2
Don't know	18	17.5	-----	-----	-----

Among those who informed that corrective actions are taken, were asked about the actions administered to improve performance. About 43.7% respondents from private bank informed that they are provided trainings, as a part of the corrective action. Almost 17.5% employees did not know which corrective actions are actually taken. The percentage of dismiss/transfer, no bonus policy and supervisors interference is very low at private banks. In addition, about 41.2%

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nationalized bank employees informed that they have been transferred if they do not perform well.

A cross tabulation has been conducted to assume the relationship between time of promotion and getting promotion on time.

**Table 11: Cross tabulation**

Private Banks				Nationalized Banks			
Variables and their categories	Complete required time to get promotion		Total (%)	Variables and their categories	Complete required time to get promotion		Total (%)
	No (%)	Yes (%)			No (%)	Yes (%)	
<b>Get promotion</b>				<b>Get promotion</b>			
No	71.4	18.3	29.1	No	100.0	18.8	23.5
Yes	28.6	81.7	70.1	Yes	0.0	81.2	76.5

From the cross tabulation, it is seen that, most of the employees from private banks (81.7%) and from nationalized banks (81.2%) got promotion on time.

Chi-square test was used to find out whether there is any association of promotion, bonus/increment, acquire knowledge and self/career development with performance appraisal of both nationalized and private commercial banks.

**Table 12: Results of Chi-square test to test significant variables**

Private Banks			Nationalized Banks		
Variables	P value	Decision	Variables	P value	Decision
Promotion	0.000*	Significant	Promotion	0.000*	Significant
Bonus /increment	0.000*	Significant	Bonus /increment	0.000*	Significant
Acquire knowledge	0.000*	Significant	-----	-----	-----
Self/ career development	0.000*	Significant	Self/ career development	0.000*	Significant

Level of significance: \*p<0.05= significant

At 5% level of significance, the earlier formulated alternative hypothesis 1, hypothesis 2, hypothesis 3 and hypothesis 4 for private banks were accepted. So, the alternative hypotheses containing variable promotion, bonus/increment, acquire knowledge and self/career development have associations performance appraisal system in private banks. Likewise, at 5% level of significance, the alternative hypothesis 1, hypothesis 2 and hypothesis 3 for nationalized banks were accepted. That means, the variables promotion, bonus/increment and self/career

development have a positive relationship with performance appraisal system in nationalized commercial banks in Bangladesh.

### 5. Conclusion

The most backbreaking feature of a performance appraisal system is to measure the actual performance of the employees. This quantitative research showed the current scenario of performance appraisal system of nationalized and private commercial banks in Bangladesh presenting with comparative analysis as frequency distribution and cross tabulation. The analysis revealed that performance evaluation system is important to most of the employee's career. It was seen that, in most of the cases, respective supervisors evaluate employees' performance annually. About 38.8% private bank officials considered performance appraisal as a key to promotion whereas about 41.2% nationalized bank officials considered performance appraisal as a key to self/career development. All of the respondents irrespective of the nature of bank ownership opined that their performance is evaluated by following KPI. Chi-square test identified that the variables promotion, acquire knowledge, bonus /increment and self/career development are highly associated with performance appraisal in private banks. Similarly, promotion, bonus/ increment and self/career development have a positive relationship with performance appraisal in nationalized banks. These factors have a positive relationship with performance appraisal system in both private and nationalized commercial banks in Bangladesh.

To improve organizational performance it is essential to evaluate employees' performance continuously and consistently throughout the year. Employees should be informed about the factors considered to evaluate their performance. Maximum fairness is expected in the evaluation process. Raters should inform the facts to the rates to improve their current performance. The utilization of performance appraisal result is to be made clear to the employees both in private and nationalized commercial banks in Bangladesh.

Being a service oriented organization banks require evaluating their employees' performance regularly if they want to get success in their business. Performance appraisal as a major function of Human Resource Management is used to evaluate employees' performance and to take some actions as required. As this paper is based on banking sector it will be beneficial for private as well as nationalized banks to know the differences in the performance appraisal process among them. Employees' perception of the performance appraisal process will be disclosed through this research. Therefore, it will create an opportunity for the Banks to find out probable pathways to improve the performance appraisal system which can make employees satisfied than that of previous times.

One of the major limitations of this research is sample size. If the sample size can be increased the accuracy of the result could be demanded more. Some other factors could be included to improve the quality of this paper. Another limitation of this research paper is the knowledge limitations of the respondents as the analysis part shows an option named don't know and respondents agree with that option. Though their knowledge gap is also a finding, it is expected that if they could answer properly the findings could be different. Future research is required to have in-depth differences of the implication of performance appraisal process in both sectors and the relationship between each HR function and performance process.

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