

Performance Management Practices in Organizations Operating in Bangladesh: A Deeper Examination

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This paper examines the performance management practices (PMS) in local private organizations and multinational companies (MNC) operating in Bangladesh by identifying the current prevalence of PMS and exploring the extent of performance evaluation outputs linked with other HR decisions. The study builds on empirical and theoretical examinations by collecting data via questionnaire from 200 local companies and 52 MNCs. Investigating the prevalence and pattern of HRM practices, this paper finds that local organizations need more of a make-over in relation to the adoption of a more appropriate and strategic PMS in comparison to the MNCs operating in the country.

Field of Research: Human Resource Management, Performance Management System.

1. Introduction

Human resource is a nation's prime asset, a company's prime asset, an organization's prime asset. Nowhere is this more true than in Bangladesh, due to its large population size and high population density. A development strategy in this country that does not put human resource at the top of its priorities would undermine the development process itself. Bangladesh's biggest development success stories all capitalized on the country's number one resource: its people. Like everything else, the span of human resource management is changing fast.

In the present socioeconomic scenario, assets such as machinery, technology and access to capital are losing their competitive advantage. While machinery can be sourced from any part of the world, capital can be raised from the market and the relentless pace of technological advancement makes many innovations obsolete in a matter of days. To counter these issues, companies globally are searching for ways to build unique assets for establishing a sustainable competitive advantage in their target markets. This calls for a need to continuously innovate and the only asset that can be a source of sustainable value is human capital. The employees of an organization with their complementary skills and knowledge hold the key to competitive strength in today's economy (HR Practices Survey BD 2006).

The best way to harness this source of competitive strength is by developing and re-orienting existing HR practices to achieve organizational goal and strategies. Successful companies across the world have geared up and achieved this by establishing the right linkages between people practices and organizational

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productivity. It is vital that organizations and people who work for each other should succeed together. As a result, organizations need ever-improving performance to survive and prosper in today's competitive world: individual and organization performance improvements are the keys to competitive advantage. Rapid change, tighter budgets, downsizing and restructuring, and pressures for greater employee accountability are placing greater emphasis on performance management by translating the organization's objectives and strategies into individual job objectives and performance standards (Stone 2002).

Today, Bangladesh is pursuing a liberal market economy. This liberalization has encouraged increased participation of the private sector and export oriented industries and the growth of the service sector. Gradually, the assembling and manufacturing sector is also growing, backed by ready availability of manpower. Moreover, large investments into the economy are coming in the form of joint ventures and foreign direct investments (FDI) by the establishment of multinational companies (MNC).

At this moment, to sustain and compound the economic growth of Bangladesh, it is the need of the hour to conduct a study on the traditional local and newly entered high-performing MNCs. With the view of identifying and understanding how performance management system (PMS) is being practiced for organizational growth, this paper aims to scrutinize the adoption and practice of PMS by 252 local companies and MNCs operating in Bangladesh. Furthermore, this paper attempts to explore the span of performance evaluation outputs linked with other HR decision in these organizations. In addition to the empirical evidence, the article discusses about the successful attempt by the MNCs to align their business strategies with robust PMS. The article at first features the literature review. Next, research objectives and questions are outlined. Following the discussion of research design and presentation of survey analysis, the results are discussed in terms of the implications for the organizational growth prospects significantly depend on how well its human resource capabilities and PMS approaches are developed and utilized across organizations.

2. Literature Review

PMS is a tool used by organizations to guide performance behavior in alignment to the organization strategy. It is a holistic process, bringing together many of the elements which go to make up the successful practice of people management, including in particular learning and development (CIPD 2010). Empirical research suggests a positive correlation between the effective use of PMS as a tool and business result. Armstrong and Baron (2004) defined PMS as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. Wiesner and McDonald (2001) in their research regarding the prevalence of PMS practices in Australian companies revealed a high adoption of the system and a link of performance evaluation output with five different HRM activities. In relation to the extent to which this prevalence has represented change over ten years, in 2010, Wiesner and Innes (2010) measured the PMS practices again in Australian companies and revealed increments in use of PMS and significant use of performance evaluation output with more than five HRM activities. These researchers went on to stress that PMS is a

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strategy which relates to every activity of the organization set in the context of its human resource policies, culture, style and communications systems. The nature of the strategy depends on the organizational context and can vary from organization to organization (Armstrong & Baron 2004).

Performance evaluation output must be linked with other HRM activities and strategic decisions making for the organizational administrative and developmental purposes (Greer 2001; Cleveland, Murphy & Williams 1989). Islam (2006) in his study found that, fewer than 20 percent Bangladeshi organizations hold PMS on regular basis and only 10 percent organizations link performance evaluation result with HR decision making. Furthermore, performance evaluations were typically based on supervisor's subjective judgements rather than on objective indicators of performance (HR Practices Survey BD 2006). This has led many Bangladeshi researchers to speculate that PMS practices in Bangladeshi local private organizations are full of errors, for example, annual performance evaluation can place an excessive burden on the memory of a person who has to rate multiple employees, and thus can result in biased or wrong judgements (HR Bangladesh 2011). Also, supervisors' judgements may be influenced by stereotypes and other personal beliefs or perceptions (Zafour 2009; Haque & Hossain 2009). For these reasons, dissatisfaction with PMS among the local private organizations is rampant.

On the other hand, recent empirical researches conducted by Mahmood (2010) and Abdullah, Boyle and Joham (2010) showed that MNCs operating in Bangladesh are moving away from using a traditional approach of rating-scale based PMS and are focusing on more sophisticated and strategic PMS. It is also evident from their study that these MNC are using performance evaluation outputs administratively whenever they are the basis for a decision about the employee's work conditions, including promotions, terminations, remunerations and rewards. Developmental uses of performance evaluation, which are geared toward improving employees' performance and strengthening their job skills, include counseling employees on effective work and behaviors.

A US study showed that top global organizations use performance measures '...that focus on all the drivers of their business - financial performance, shareholder value, employees and customers' (Stark & Alper, pp.62). Another public sector focused through research conducted by Bouckaert and Halligan (2008) highlighted that the more the quality of PMS is, the better is the growth and development of organizations. Research by Nankervis and Leece (1999, p.91) indicated that organizations are trying to relate individual performance more directly to their strategic business objectives. Researchers like Fletcher (1997), Schleicher, Greguras and Watt (2004, p.170) argued that, despite the practical and psychological problem with employing PMS, organizations can significantly benefit from it, assuming of course that the appraisals are conducted objectively and effectively. Strengthening this point of view is done by the researchers like Taormina and Gao (2009, p.105), indicating that employee acceptance of performance appraisal can be critical to the success of the whole PMS system. Therefore, one important concern becomes how to make PMS less objectionable to the people who are being evaluated (Bernardin & Beatty 1984).

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Furthermore, according to McDonald and Smith (1995), companies that manage PMS successfully outperforms companies that do not, with higher profits, better cash flows stronger stock market preference, productivity gains, higher sales growth per employee and overall better financial performance. Similar results are found in the research of Schneider, Shaw and Beatty (1991, p.290), Boxall and Purcell (2003) and Harley (2005, p.40).

In contrast, Baxter and MacLeod (2008) in their research on European organizations identified that PMS can have an adverse impact on organization's performance if considerable effort is not given on choosing the right PMS during change initiatives aimed at performance improvement. Lee and Son (1998, p.283) in their article mentioned that, PMS turns useless and counterproductive if not practiced by HR experts in accordance with employees' reactions and organization's goal, and organizations turned into a 'bleak house' (Wiesner & Innes, 2010, p.173).

Empirical evidences shows that strategic PMS penultimately makes a significant contribution to organization performance (Ghorpade & Chen 1995; Golhar & Deshpande 1997; Lublin 1994; Storey & Sisson 1993). Thus, organizations that have strategically implemented PMS and successfully linked its outcome with other HRM decisions are deriving significant benefits including productivity improvements, organizational improvements and enhanced strategic capabilities. (Dessler 2008; Dessler, Griffith & Lloyed-Walker 2004; Hedge & Teachout 2000; Haunstein 1998; Landy 1980).

3. Research Objective and Questions

In the view of the discussion above, the objective of this research is to examine the PMS in local organizations and MNCs operating in Bangladesh by identifying the current prevalence of PMS and exploring the extent of performance evaluation outputs linked with other HR decisions. Two research questions have been developed over the principle HRM functional areas of performance management and performance appraisal targeting the research objective above. The first question focuses on existing performance management system among the organizations operating in Bangladesh and second question provides an insight into the extent of HR activities which are linked with the performance evaluation results. Both the questions focus on more than two hundred and fifty local and multinational organizations operating in Bangladesh. These organizations have been categorized into eight sectors: financial, pharmaceuticals and healthcare, manufacturing, conglomerates, information technology (IT) and telecom, ready-made garment industry (RMG), fast-moving consumer goods manufacturers (FMCG), and non-government organizations (NGO).

The research questions are:

Question 1: What is the current prevalence of performance management system (PMS) in private local and multinational organizations operating in Bangladesh?

Question 2: To what extent the performance evaluation outputs are linked with other HR decisions in these organizations?

4. Research Design

4.1 The Survey

The survey questionnaire was originally developed and validated by Human Capital, Ernst & Young Pvt. Ltd. India for the study of HR practices survey in Bangladesh in 2006. This questionnaire was adapted for the 2010 study by adding relevant emergent HR practices which were not included in the original questionnaire. These emergent practices were identified by conducting an in-depth research and literature review on performance management system. The survey was systematically designed to capture a representative view of performance management practices. Standard questionnaire-response approach was used. The questions were distributed across a wide variety of items to collectively provide an exhaustive coverage. A stratified sampling methodology was used to prepare a list of organizations to be invited to participate in the survey. The criteria used for stratification were based on parameters which could substantially influence performance management practices of a country. The following three criteria were finalized to stratify samples: (a) type of industry / sector, (b) ownership of the organization, (c) stage of organizational lifecycle.

In this study, small businesses are constituted by 100 or fewer employees and medium sized businesses range from 101 to 500 employees and large organizations by over 500 employees. As the lowest extremity for size, firms employing 10 employees had been used because the research project is about performance management system and such organizations are expected to have a management structure.

Out of 252 surveyed organizations, 200 were local private organizations and 52 were MNCs. MNCs are considered as pioneer in practicing corporate governance in a developing country like Bangladesh where a little emphasis is given on practicing HRM by the local enterprises (Islam, 2006). It has been already accepted both in domestic and international market that employees are an important source of competitive advantage for corporations (Peteraf 1993). It has also been found that if PMS is linked to the overall business of a company, it may further enhance the performance of the company (Pfeffer 1998). Moreover, due to the complexity of managing people from different socio-economic and cultural background, it is argued that the way global employees are managed will also have a significant impact on a firm's economic outcome (Bjorkman & Xiucheng 2002). Thus, it has been noted that few MNCs know how to manage HR effectively in a dynamic international environment because best practices in one context do not always translate to other contexts with differing socio-economic conditions and culture (Bouckaert & Halligan 2008). However, in Bangladesh several MNCs are successfully in operation for the last two decades (HR Practices Survey BD 2006). Despite the usual challenges of implementing ethnocentric HRM practices faced by MNCs operating in many foreign economy with different socio-economic and cultural orientations, most of the MNCs operating in Bangladesh have been showing a fantastic performance by blending a significant amount of local flavors with their home country HRM practices (Abdullah, Boyle & Joham 2010). As such, with the increasing presence of these MNCs with excellent corporate governance and HRM practices in the economy, it is unjustified

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not to take these MNCs into the research sample for a better understanding the subject matter.

4.2 Secondary Sources

For an in-depth analysis of the topic and research questions, information were also gathered from empirical studies and researches, peer reviewed business journal articles, business magazines, reference books and internet website.

4.3 Survey Analysis Tool

The survey data reviewed were collected and analyzed on the basis of the survey framework to generate a meaningful and informative summary. The analysis was objective in nature and did not include opinions or judgements which were not backed by supporting data (either qualitative or quantitative). Trends across all areas of HR were compiled and represented in the form of graphs and chart with possible explanations based on the business and cultural context of Bangladesh. Articles and papers were also compiled with the survey analysis to get highlights of evolving HR practices.

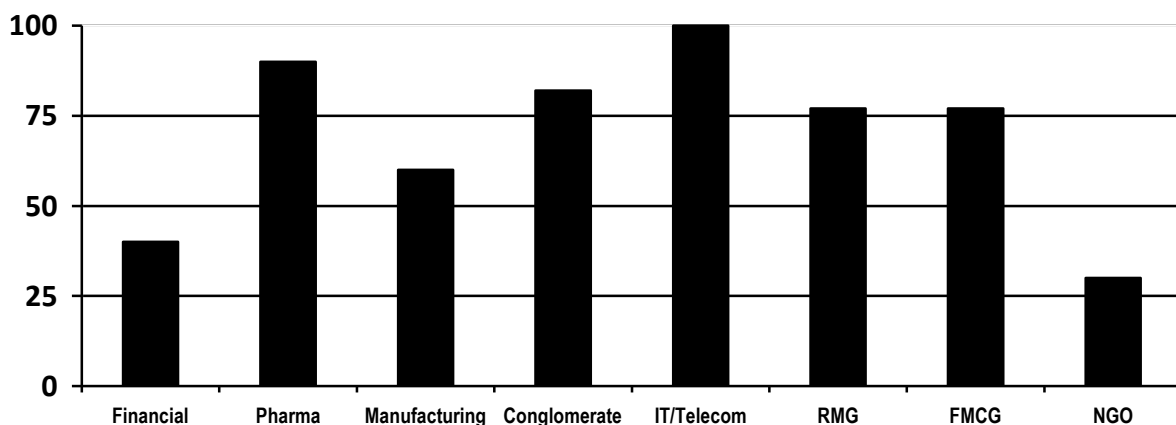
iWork Numbers 2009 spreadsheet software was used to generate table and charts for data representation.

5. Results

This section reports the results regarding the study's two research questions.

In order to get the answer of the first research question where this study was trying to identify the current prevalence of PMS in private organization of Bangladesh, chart 1 shows the results regarding importance of implementing PMS in Bangladeshi organizations.

Chart 1: Importance of implementing PMS



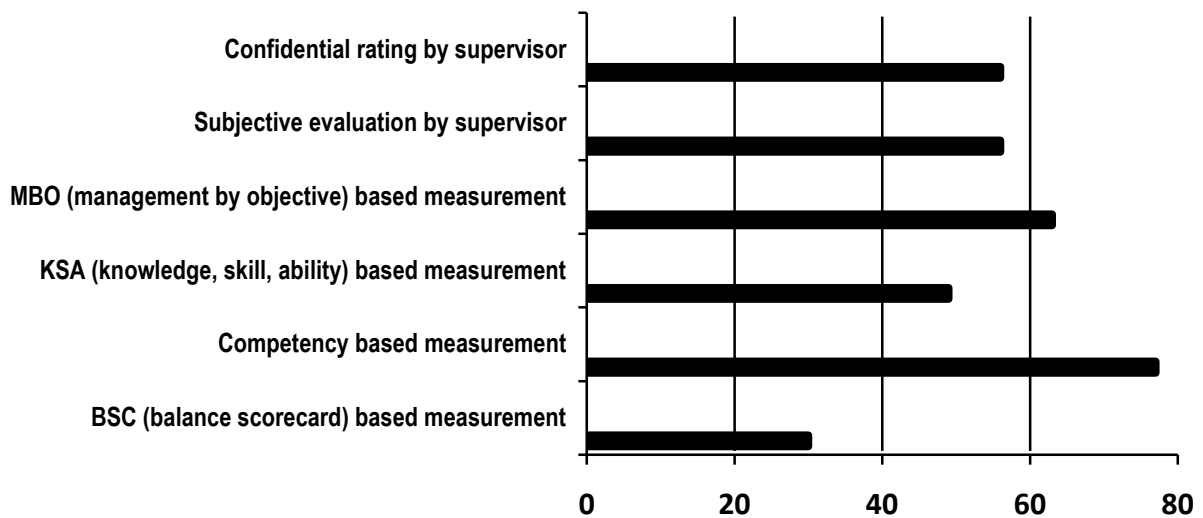
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This survey probed into various tools and techniques used by organizations to capture and evaluate performance. As observed from the responses, chart 1 shows that most of the sectors apart from NGOs and financial sectors considered it important to have a standard system to evaluate performance. In IT / telecom sector, 100 percent of the surveyed organizations responded positively that it is very important to obtain, implement and manage a systematic PMS system. This is because, most of the surveyed telecommunication companies were MNCs and IT firms were joint-ventures with investment from foreign entities. This finding highlights that, these organizations have actually adopted a strategic PMS approach and implemented it by understanding the importance of HRM decision making in light of performance evaluation outcomes. Moreover, conglomerates as well as textile and garment industries, which were local and mostly family owned organizations, had also understood the importance of having tools for PMS which showed a paradigm shift in traditional attitude. On the other hand, organizations under NGO sector found it less important to practice PMS. Anecdotal evidence by Islam (2006), and empirical research by Haque and Hossain (2010) found that employee turnover rate is usually higher in NGOs compared to other sectors because of the short-term contractual nature of employment. Moreover, most of the NGOs are involved in development activities of rural people and areas, and thus, have less orientation with corporate management style and practices. So, absence of HRM and PMS is evident in this sector.

Almost all the participating organizations had a performance appraisal form or format to capture individual performance data. Most of the organizations evaluated their employees on individual performance target and behavioral attributes. While analyzing the survey results, it was also found that in many organizations self-evaluation form was not a part of the performance evaluation system. In almost all companies the performance ratings were reviewed by the head of departments or immediate superiors to the appraiser. In around 70 percent companies the performance planning was done jointly by the employee and his / her supervisor to set the performance expectations at the beginning of the year, the performance rating was discussed with the employee by his / her superior or rater and the areas of improvement for the employee was identified and communicated to him / her during the appraisal process. In all the organizations the performance rating largely depended on the employee's performance. Apart from that, in a substantial proportion of companies, the rating of an employee depended on the organizational performance, the business unit or department's performance and team performance. However, in two-third of the companies belonging to the financial sector and more than half of the conglomerates, the organizational performance was not taken into consideration for the employee's rating.

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Chart 2: PMS system - all industry level (% yes)

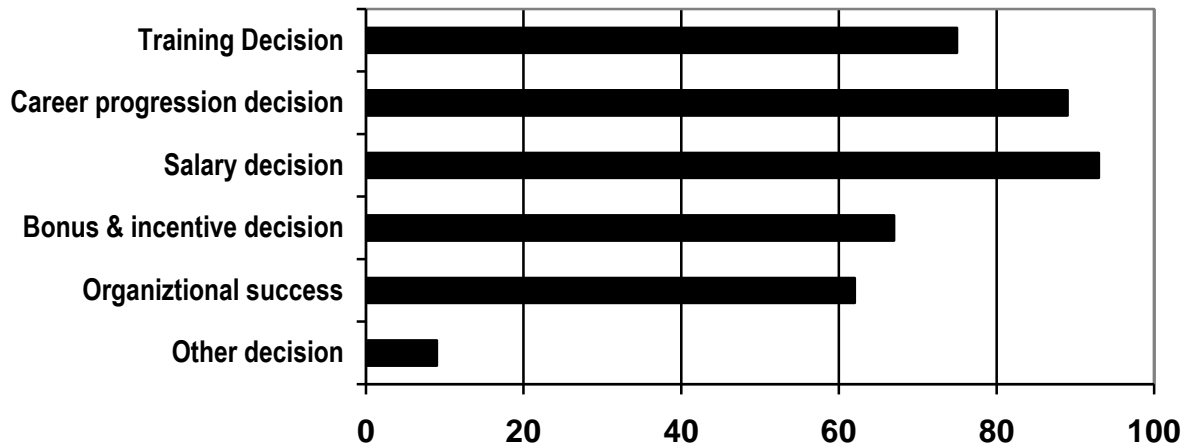


According to chart 2, nearly 80 percent organizations followed a PMS that includes competency based performance measurement of employees. Some other prominent elements of the PMS were confidential rating, subjective evaluation and Management by Objectives (MBO). MBO is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they need to do in the organization (Stone 2002). The prominent elements vary across industries. However, competency based assessment was the most prominent element of the PMS in most of the industries. As Losey, Meisinger and Ulrich (2005) suggested that organizations worldwide are following the Balance Score Card (BSC) approach to link the business objectives with individual results areas, this survey showed that only 30 percent of the surveyed organizations in Bangladesh were using BSC approach. BSC is a strategic performance management and decision making tool which can be used both in implementing PMS and linking performance evaluation results with other HR strategic decision making process. It is also used by managers to keep a track of the execution of activities by staff within their control and monitor the consequences arising from these actions (Dessler 2008). Furthermore, almost 50 percent surveyed organizations responded that they follow a knowledge, skill and ability (KSA) based PMS system to manager the overall performance of the employees and the organizations.

To get the answer of the second research question, this study tried to penetrate the existing HRM practices of Bangladeshi organizations to identify how their current PMS systems were linked with other strategic HRM decision making process.

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Chart 3: Integration of performance evaluation with other HRM decisions



As can be seen from chart 3, most organizations had responded positively as far as need was concerned. The chart also proves that most participated organizations, (almost 86 percent) were comfortable in linking employee performance with employee career progression opportunities and promotions. In other words, employee promotion decisions largely depended on individual performance in these organizations. In contrast, less organizations (58 percent) had been identified in linking employees' remuneration with their performance evaluation outcome. Moreover, the study also showed that in recent management practice, PMS had taken the place of employee 'performance appraisal' or annual review. Thus, the focus had been shifted from evaluation to the entire spectrum of employee performance analysis, performance development, training and development sessions, cross-training challenging assignments, 360 degree appraisal and feedback. Additionally, this research also found out that performance ratings were used for making decisions mostly regarding salary structure determination and career progression, which are significant consecutively at 93 percent and 89 percent confidence level. However, the research suggested that among the participants from the conglomerates and RMG sector, less than 50 percent companies used performance rating for training need identification. This needs to go up gradually as training and development of professionals would take a critical role in the growth of these businesses in the future.

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Table 1: Performance management linkage with principal HRM activities

% of surveyed organizations answering 'yes'	Financial	Pharma / Healthc	Manufacturing	Conglomerates	IT / Telecom	RMG	FMCG	NGO
Final rating of employees is moderated by dept. heads for normalization	50	57	44	33	75	20	40	71
Competency data is used for employee rating	100	100	89	92	100	100	100	100
Performance management policies & procedures are available online for employees	100	57	39	33	75	20	100	29
Performance management information of the employees is tracked & stored in HRIS	58	73	50	42	25	60	40	43
Performance rating is used for making decisions regarding training & development	92	71	61	50	75	40	100	86
Performance rating is used for making decisions regarding career progression	100	86	94	100	75	80	100	71
Performance rating is used for making decision regarding remuneration	83	100	89	92	100	100	100	100
Performance rating is used for making decision regarding rewards and incentives	67	71	56	50	100	80	80	57

Source: HR Practices Survey Bangladesh 2006, by Human Capital, Ernst & Young

According to chart 3 and table 1, two-third of the companies surveyed indicated that they use performance ratings for deciding employee bonus and incentives. In the manufacturing sector and in case of conglomerates, only about half of the organizations surveyed had specific linkages of performance rating with variable pay. It showed that employees in these sectors were still comfortable with the fixed-pay culture and the sector enjoyed a high level of retention of its people. Performance evaluation outputs were also used to take decision regarding training and career progression. As mentioned in the Ernst & Young research on HR practices in Bangladesh, "...the idea of talking about developmental needs is gradually seeping into the cultural fabric of the country." (HR Practices Survey BD 2006).

Table 1 suggests that, in business sectors like manufacturing, local conglomerates, RMG, in less than 50 percent organizations employee performance evaluation ratings were moderated by the department heads for normalization. Most of the organizations agreed to the point that they consider employees competency level to evaluate their performance. 100 percent banks and financial institutes had made their PMS policies and procedures available in the internet for their employees, whereas, this percentage is insignificant in all other sectors. For example, only 20 percent surveyed organizations under RMG sector had responded positively in maintaining online version of their PMS policies and procedures. The prominent reason behind this is, 90 percent of the RMG sector employees are manufacturing workers who are incapable of accessing computer and internet because of their non-educational background. Moreover, link of PMS with decisions regarding employee

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remuneration, rewards and incentives were also dominant in these sectors comprised with mostly MNCs.

Significantly, it is observable from table 1 that, sectors which were largely constituted of MNCs had high level of PMS adoption and implementation; suggesting a quite positive climate for HR personnel to maintain a collateral connection between PMS with other HR deliverables. On the other hand, significantly lower PMS involvement and connection with HRM decision making activities had been found in the sectors dominated by the local private organizations.

6. Discussion on Findings

From the above findings, on an overall basis it is observable that, the private local organizations which were surveyed placed medium importance in the adoption and implementation of standardize PMS and its linkage with other HRM systems or decisions. Most of these local companies had different types of PMS systems and processes in place. Evidently, some of them were not effective to bring any positive change in the organizational growth (HR Bangladesh 2011). However, in a country where an 'extended family' culture influences the management practices in most of the large conglomerates and other private companies (HR Practices Survey BD 2006), it is pleasant to observe a paradigm shift in management attitude among the local private sector organizations.

The survey also pointed out certain problems related with PMS implementation and connection with other HRM key activities and significant changes were required in those areas. For instance, the integration of the PMS with HRIS (Human Resource Information System) was a distinct gap area. Integration with HRIS makes communication timely and cost-effective. A small number of local private respondents had the PMS information stored and tracked in their HRIS. In case of the more traditional sectors like RMG, manufacturing and business conglomerates, the percentages were even lower. Transparency in performance appraisals was not common and PMS in most of the surveyed organizations was only on pen and paper. Competency based assessment was a recent entrant, adopted currently only by a few among all the surveyed local enterprises. Performance took the front seat whereas assessment of potential was not getting the attention it deserves. Similarly, Performance evaluation outputs were not linked to other key elements of the HR value chain like training and development, career management and succession planning. Furthermore, the PMS data had implication for many short term and long term processes which were being ignored by most of the top authorities. The policies and procedures also require proper documentation to bring confidence and transparency in the system. While moving to more maturity in PMS, it would also be very critical for the organizations to use electronic database to manage historical data and to make the policies easily available. Also evident from the analysis of the responses that there are scopes for adding more maturity in the sub-processes of PMS, especially in the traditional sectors such as RMG, manufacturing, and in cases of business conglomerates.

On the other hand, in almost all the surveyed MNCs, PMS was considered as one of the most important tools to successfully manage the performance of employees and

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organizations. For example, the survey indicated that most of the MNCs used different kinds of effective performance evaluation tools to measure employee performance and performance ratings were being communicated properly to the employees before and after the evaluation. Significantly, the research also suggests that the way performance was measured, managed, and linked with other HRM decisions in different MNCs, varied as per the culture of the organization and its diverse members and the nature of the industry. As mentioned earlier in this research, what is good for one organization may not be equally effective for another. According to the pioneer study of Hofstede (1980) on cultural dimensions, and the multi-phased, multi-method 'GLOBE - Global Leadership and Organisational Behaviour Effectiveness' project examining the interrelationships between societal culture, organizational culture, leadership and societal achievement on 62 societies conducted by Javidan and Dastmalchian (2009, p.45) identified that cultural parameters of a country significantly impact relationships between organizational members, openness to evaluation and feedback, and other aspects which could influence the choice of tools and processes for performance management. As the historical and cultural background of Bangladesh has hierarchical differences, which according to the Hofstede's model known as 'power distance', it had been customary to consider the appraiser as more suitable to review performance. Thus, most of the participating MNCs of this research had maintained an efficient and effective process to use PMS and linking it with other HRM activities. In addition, the survey also identified that, most MNCs had been able to successfully link a part of employee compensation with employee's performance. The idea was to ensure that the superior performers get recognized and rewarded. Also it helped to link salary payouts with organization's performance.

7. Conclusion

Bangladesh is standing at the threshold of socio-economic growth; with increasing competition between local organizations with MNCs the performance pressure is increasing. With the increasing presence of foreign funds and MNCs, the market has become more competitive and the business environment more volatile. The country is in a state of flux as far as the usage of standardized tools and processes related to PMS is concerned. Improving the process efficiency and building a performance culture in the organization require support and drive from the top management in work and in principle.

This article, as its starting point, clearly articulated the meaning and measure of PMS which could hold different meanings for different organizations. Despite this difference, PMS alignment with business strategy must be the underlying philosophy of organizational growth. The article revealed the existence of a complex and blurred interaction between PMS and local private organizations' corporate governance. A low level of linkage of performance measurement outcome with other HR planning and activities had also been observed. This existing bureaucratic PMS practiced by most surveyed organizations has to be transformed into a more sophisticated, target oriented PMS to ensure profitability through sustainable growth. Furthermore, this study also showed that most of the surveyed MNCs had successfully been able to establish a meaningful relationship between PMS and corporate strategy, thus getting competitive advantage to sustain in the market for longer period of time.

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Performance ratings were used for salary determinations, increments and promotions in almost all the surveyed MNCs.

It is evident from the study that a high level of awareness in adopting a standardized PMS had been observed among the surveyed MNCs, whereas, most of the local organizations did find it critical in implementation. The survey also showed that rapid integration with global market place had significantly changed management styles in some of the local organizations of Bangladesh in recent decade, which is a positive thing. MNCs, with their exposure to 'best-in-class' systems and processes had brought in changes in the PMS practices. Similarly, some local business conglomerates that had grown rapidly through the last few decades have been feeling the need for standardized systems and processes to measure and reward performance.

'...PMS need to be geared up to unlock human potential....' (HR Practices Survey BD 2006) considering this fact, this article suggested that the key to a great PMS is its ability to convert strategy into action in a measurable way. The local private organizations at this stage require a leap in the right direction. Organizations must focus on designing robust PMS that facilitates setting of clear performance expectations on the job together with elimination of all roadblocks that prevent employees from achieving them. In facilitating the PMS approach with proper linkage with other HR deliverables, it must be emphasized that adoption of a 'best practice' pioneered by the MNCs is a necessary tool for increasing sustainability, meeting customer needs and maximizing competitive advantage.

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